



Vaasan yliopisto
UNIVERSITY OF VAASA

Heidi Runsas

Leadership Qualities of Successful International Female Managers

School of Management
Master's thesis in Economics
and Business Administration
Programme in International Business

Vaasa 2022

UNIVERSITY OF VAASA**School of Management**

Author:	Heidi Runsas
Title of the Thesis:	Leadership Qualities of Successful International Female Managers :
Degree:	Master of Science in Economics and Business Administration
Programme:	International Business
Supervisor:	Ausrine Silenskyte
Year: 2022	Pages: 93

ABSTRACT:

There is an increasing interest and focus on female leadership across the globe. Previous researches has proven that the number of females in managerial positions is increasing as well as the interest in the way of leading and, simultaneously, the qualities that the female manager possesses. Indeed, there are country-specific differences and differences between organizations regarding female leadership in an international work environment.

This research examines female leadership from the perspective of successful leadership qualities and styles in the international work environment. The study explains how and when leadership qualities must be adjusted to succeed in managerial position internationally. Moreover, the situations vary according to the country and the culture. However, this study found that the need for adjustment arises when one meets new people in a new environment. Additionally, the most common ways of adjusting were minor changes in communication and approach. Moreover, the theoretical part of the research focuses on two main leadership approaches, heroic and post-heroic leadership, concerning leadership qualities and styles, the need for adjustment, different cultures, and successful leadership. Therefore, the research can provide categorized findings on the aspects mentioned above in heroic or post-heroic leadership.

The literature and the study suggest that the most important qualities for successful leadership are good communication skills, being emphatic, assertive, and confident when taking risks and making decisions. Moreover, the findings confirm that both heroic and post-heroic leadership qualities are necessary for successful leadership. However, the findings of this study cannot be generalized to fit all cultures and country contexts since some successful qualities may not be as successful in other cultures. Furthermore, the sample of this study were mostly from Western countries. Therefore, majority of the female managers identified with post-heroic leadership. Thus, the study findings are more relevant more feminine, post-heroic cultures.

A female manager in an international work should prepare to adjust her leadership style and qualities according to the prevailing culture and individuals in the country context. Moreover, having heroic qualities such as goal orientation and ambition and the post-heroic qualities of being supportive, empathic, and emotional intelligence are necessary for successful female manager. One of the main findings was the need for female managers to prepare themselves to face different approaches to stigmas and cultural issues. These cultural nuances can affect how women are treated in the international work environment, such as not being regarded, addressed, or greeted the same way as men. Another important finding was that the core leadership or changing oneself is unnecessary. In contrast, adjusting minor aspects in leadership provides the best and most successful results.

KEYWORDS: leadership, female leadership, international work, culture, heroic, post-heroic

VAASAN YLIOPISTO**Johtamisen yksikkö, Kansainvälinen liiketoiminta**

Tekijä:	Heidi Runsas
Tutkielman nimi:	Leadership Qualities of Successful International Female Managers :
Tutkinto:	Master of Science in Economics and Business Administration
Oppiaine:	International Business
Työn ohjaaja:	Ausrine Silenskyte
Valmistujaisvuosi:	2022 Sivumäärä: 93

TIIVISTELMÄ:

Kiinnostus naisjohtajuutta kohtaan on kasvanut maailmanlaajuisesti. Tutkimukset osoittavat, että naisjohtajien määrä esihenkilötehtävissä on kasvanut samalla kun naisjohtajille ominaiset johtamistavat sekä erityispiirteet kiinnostavat yhä enemmän. Luonnollisesti, puhuttaessa kansainvälisestä työympäristöstä, on naisjohtajuudessa myös maa- sekä yritysکوhtaisia eroja. Tämän tutkielman tarkoituksena on tarkastella syvemmin naisjohtamisen ominaispiirteitä sekä näiden kytköksiä menestyksekkääseen esihenkilötyöhön kansainvälisessä työympäristössä. Tutkielma antaa vastauksen siihen, millaisia piirteitä naisjohtajalta vaaditaan sekä millaisissa tilanteissa ja miten johtamistapoja tulisi muuttaa menestyäkseen naisjohtajana kansainvälisesti. Tutkielman teoreettiseksi viitekehikseksi on valittu heroistinen sekä heroistisuuden jälkeinen aika, joiden tarkastelussa keskitytään erityisesti johtamisen tyyliin ja ominaispiirteisiin, mukautumistarpeeseen, erilaisiin kulttuureihin sekä menestyksekkääseen johtamiseen. Näin ollen tutkielman löydökset rajoittuvat heroistisen ja heroistisuuden jälkeisen aikakauden kontekstiin.

Tutkielman teoriaosuus sekä tutkimusosio osoittavat tärkeimmät menestyksekkään johtamisen piirteet, jotka ovat empaattisuus, hyvät kommunikaatiotaidot, vakuuttavuus sekä rohkeus ottaa riskejä. Tutkimushavainnot vahvistavat, että niin heroistinen kuin heroistisuuden jälkeisen ajan johtamistyyli ovat tarpeellisia menestyksekkäässä johtamisessa. Tulokset todentavat, että yleisesti mukautumista edellyttävät tilanteet ja tavat vaihtelevat maan ja kulttuurin mukaan, yhtenä selkeänä havaintona tunnistettiin mukautumisen tarve erityisesti esihenkilön kohdatessa uusia ihmisiä. Keskeisimmiksi mukautumisen tavoiksi esiin nousivat pienet muutokset kommunikaatiossa sekä lähestymistavassa. Tutkielman tuloksia tarkastellessa on olennaista huomioida, että tutkimuksen otanta koostui pääasiassa läntisten maiden naisjohtajista. Valtaosa haastatelluista naisjohtajista samaistui heroistisuuden jälkeisen ajan johtamistyyliin ja näin ollen tutkielman havainnot ovat oleellisempia feminiinisemmille, heroistisuuden jälkeisen ajan kulttuureille.

Tutkielman löydöksiä voidaan esittää, että kansainvälisessä työympäristössä työskentelevän naisjohtajan tulisi varautua mukauttamaan johtamistyyliään ja -piirteitään yksilön, vallitsevan kulttuurin sekä maan tapojen mukaan. Menestyvän johtajan tulisi hyödyntää sekä heroistisia johtamispiirteitä, kuten tavoitteellisuutta ja kunnianhimoisuutta, että heroistisuuden jälkeisen ajan johtamistyyliä, kuten kannustavaa, empaattista ja tunneälykästä johtamista. Tutkielman keskeisimpien havaintojen mukaan naisjohtajan tulee valmistautua kohtaamaan erilaisia tilanteita stigmojen ja kulttuurillisten kysymysten seurauksena. Kulttuurilliset erot voivat vaikuttaa myös siihen, miten naisia kohdellaan kansainvälisissä työympäristöissä - esimerkiksi huomioimiseen tai tervehtimiseen liittyvissä tilanteissa, joissa käytös voi poiketa. Lopulta, tutkielman tulokset osoittavat, ettei naisjohtajien tarvitse perustavalla tavalla muuttaa ydinjohtamistyyliään tai itseään. Menestyviin lopputuloksiin päästään usein jo pienilläkin muutoksilla.

Contents

1	Introduction	7
1.1	The aim of the study	9
1.1.1	Research question	9
1.1.2	Objectives	10
1.2	The structure of this thesis	10
2	Literature Review about Leadership	12
2.1	Heroic Leadership Theories	14
2.1.1	Masculine Leadership Styles and Qualities	14
2.1.2	The Great Man Theory	16
2.1.3	Trait theory	17
2.1.4	The Big Five Traits of Personality	19
2.1.5	Transactional leadership style	20
2.1.6	Successful leadership	21
2.1.7	Effects of the Culture on Leadership and Masculinity	22
2.1.8	Contingency Theory	24
2.2	Post-Heroic Leadership Theories	25
2.2.1	Feminine leadership Styles and Qualities	25
2.2.2	Behavioral Leadership	29
2.2.3	Transformational Leadership Styles	29
2.2.4	Femininity and Consideration on a Successful leadership	30
2.2.5	Cultural Dimensions and Implications to Expectations about Leadership	31
2.3	The Theoretical Framework	32
3	Methodology	35
3.1	Research Approach	35
3.2	Research Strategy	36
3.3	Research method	37
3.4	Collecting the Data	39
3.5	Sample	40

3.6	Data analysis	43
3.6.1	Quantitative Data Analysis	43
3.6.2	Qualitative Data Analysis	44
3.6.3	The Strategy of Data Analysis	45
3.7	The reliability and validity of the study	46
4	Empirical Part	48
4.1	Leadership Qualities and Styles	50
4.2	Need for Adjustment	52
4.3	Culture	54
4.4	Successful Leadership	56
5	Discussion and Conclusion	58
5.1	Discussion about Feminine, Post-Heroic Leadership Qualities and Styles	58
5.2	Discussion about Masculine, Heroic Leadership Qualities and Styles	59
5.3	Discussion about Need for Adjustment	60
5.4	Discussion about Effects of the Culture	63
5.5	Discussion about Being a Successful Female Manager	66
5.6	Managerial Implications	67
5.7	Conclusion	68
5.8	Limitations of the study	69
5.9	Proposal for Future Research	70
	References	72
	Appendices	82
	Appendix 1. Cover letter	82
	Appendix 2. Questionnaire about Female Leadership	83
	Appendix 3. Research Ethics and Interview Questions	86
	Appendix 4. Interview Questions	87
	Appendix 5. Results of the Quantitative Data Collected from the Questionnaires 1/3	89
	Appendix 5. Results of the Quantitative Data Collected from the Questionnaires 2/3	92
	Appendix 5. Results of the Quantitative Data Collected from the Questionnaires 3/3	93

Figures

Figure 1. Theoretical Framework of the Leadership Theories adapted from (Khan & Nawaz, 2016, p. 29).	13
Figure 2. Important Leadership Qualities in Great Man Theory adapted from (Rüzgar, 2019,p. 318).	17
Figure 3. Personality Characteristics of Trait Theory adapted from (Early, 2017, p.2).	18
Figure 4. Key Leadership Traits adapted from (Northouse, 2010, p. 19).	18
Figure 5. Framework of Successful Leadership adapted from (Likierman, 2009, p.48).	22
Figure 6. Framework of the Study about Successful female leadership.	34

Tables

Table 1. Six Dimensions and the Key Adjectives adapted from (Hofstede, 2011, pp.9-16).	23
Table 2. Main Differences between Qualitative and Quantitative Research Methods adapted from (Hennink et al., 2020, p. 16).	38
Table 3. Information about the Participants.	41
Table 4. Information about the Interviews.	42
Table 5. Female Managers' Leadership Profiles.	49
Table 6. The Most Important Heroic Leadership Qualities and Styles.	50
Table 7. The Most Important Post-Heroic Leadership Qualities and Styles.	51
Table 8. Answers that agreed that adjustments are needed.	52
Table 9. Answer that suggested that no adjustments are needed in her work.	53
Table 10. More masculine, Heroic Cultures.	54
Table 11. More Feminine, Post-heroic Cultures.	55
Table 12. The Heroic Answers about Success.	56
Table 13. The Post-Heroic Answers about Success.	57

1 Introduction

Historically leadership traits are perceived as masculine, and there are plenty of traditional stereotypes that associate men with leadership, for instance, the saying “think-manager-think-male” (Sczesny et al., 2014). However, these agentic traits may not suit contemporary leadership since they usually emphasize characteristics such as individualistic and assertive, while today’s effective leadership values characteristics, such as, collaboration and empowerment. (Holden & Raffo, 2014). Therefore, contemporary leadership emphasizes qualities with a more feminine nature. (Gartzia & van Engen, 2012).

Hamerstone and Hough (2013) suggest that managerial work has been under a significant and relatively quick change, which has forced the current managers to adapt and adjust their managerial styles to fit the modern work environment. One of the most remarkable changes is the diminishing priority of hierarchy in the organizations. This has lowered the threshold between titles, tasks, and departments. This fundamental change in managerial work has increased complexity and interdependency, while the traditional sources of power and previous motivational tools have slowly begun to lose their foothold. Consequently, researchers suggest that contemporary managerial work and its changing nature may gradually generate a competitive advantage for female managers. For instance, according to Eagly and Carli (2003), women tend to show qualities such as compassion, openness and care towards other people more than men. These qualities mentioned above are valuable in today’s leadership. (Hamerstone & Hough, 2013, pp. 104, 107).

Previous research has proven that the number of female managers in international organizations has constantly increased since 1945. recent years. Previous research has proven that the number of female leaders in international organizations has constantly increased since 1945. However, the overall number of women in the leading positions is still low, and the percentage compared to men remains low, especially in the higher leadership positions (Barraza Vargas, 2019).

Due to the prior research about the changing nature of leadership, the number of women in leadership positions may be changing due to changing attitudes and mindsets about female leadership across generations (Holden & Raffo, 2014, p.420). Interestingly, prior research show that females could have higher potential to operate in certain managerial situations when compared to men. According to Sharma (2019), female managers who possess' specific feminine skills and qualities are more competent to deal with uncertain situations and issues than their male counterparts. (Sadinovna, 2021).

The thesis examines different leadership qualities that occur amongst successful female managers. More specifically, the study focuses on successful female managers' leadership qualities by analyzing their ability and willingness to adapt in an international environment. Since a previous study by Gartzia and van Engen (2012) claim that women are more likely to adjust and broadly utilize different methods in leadership to gain successful behavior and achieve positive outcomes and feedback. The research aims to broaden the knowledge of prior research about female leadership in the context of leadership styles and traits in an international context.

The literature related to management and leadership acknowledges a difference in gender-based leadership styles. The existing literature broadly examines leadership styles by comparing men and women. For instance, Gartzia and van Engen (2012) suggest that the categorization of masculine and feminine qualities are frequently associated with leadership styles between the two gender. Additionally, plenty of studied examine the different leadership styles and skills that men and women possess (Burke & Collins, 2001). Meanwhile, the topic has hardly been researched academically within the framework of female leadership styles and qualities in the international environment. However, transformational and transactional leadership styles are studied in an international context, which can associate with the two genders, men applying transactional and women applying transformational leadership. Nevertheless, the studies fail to examine further female leadership styles and qualities. (Gartzia & van Engen, 2012).

1.1 The aim of the study

This study aims to discover, analyze, and provide new findings on the main aspects of a successful female manager's leadership. Moreover, the research aims to increase the knowledge about female leadership in an international context and explore whether a female manager needs to express diverse qualities in different countries to be a successful leader, and if so, how. This research and its findings are necessary for international business and its management. Females have a growing potential to increase their number in managerial positions nationally and internationally (Haile et al., 2016). More specifically, the research acknowledges that the successful leadership qualities may vary between different countries, and therefore the aim is to provide as comprehensive findings on this topic as possible (Taleghani et al., 2010). Ultimately, the research examines how female managers may successfully adapt to diverse circumstances globally.

1.1.1 Research question

The research question aims to understand further how female managers can be successful in an international work environment, and what adjustments it requires from them. Therefore, the purpose of this study is to find an answer to the following research question:

How and when female managers need to express different leadership qualities, to be recognized as a successful leader internationally?

1.1.2 Objectives

The research objectives below indicate and identify the purpose and direction of the study while specifying the research question further (Saunders et al., 2016, p. 45). The following theoretical and empirical objectives are defined to find an answer to the research question.

- To define and examine the leadership qualities of international female managers.
- To comprehend whether the identified qualities are more masculine or feminine and how does it affect the female manager's level of success
- To explore successful leadership qualities amongst different cultures and country contexts
- To discover in what ways and in which situations female managers need to adjust their leadership qualities, to be a successful leader

1.2 The structure of this thesis

The thesis begins with an introduction, which includes the background information and justification of the research topic. Moreover, it presents the research question and the research objectives. This chapter aims to introduce the topic and explain the critical elements of the study while explaining the structure of the thesis.

The second chapter is a literature review about leadership, which consists of previous studies and literature about the research area, including the main leadership theories related to this research topic. The theoretical part consists of two leadership approach, heroic and post-heroic leadership. More specifically, these approaches contain the main theories, leadership qualities, and aspects of successful leadership while considering the international context of the study. Finally, the theoretical framework is in the latter part of the chapter.

The third chapter consists of the empirical part of the research, which includes research strategy, methods, sample, data collection, and methodological choices. In addition, it discusses the reliability and validity of the study. Next, the fourth chapter introduces and analyzes the research data while demonstrating the first findings. Then, the fifth chapter discusses the study's findings and creates unifying links between the existing theories and prior studies with the new findings of this single study. Additionally, the chapter contains theoretical and managerial implications as well as the limitations of the study. Finally, the sixth and the last chapter of the thesis is the conclusion part, which provides further research suggestions. After the conclusion, the research provides a list of references and appendices.

2 Literature Review about Leadership

The term leadership can be challenging to define. Therefore, there are many different definitions identified over time. Historically, the idea of leadership was that it is a personal characteristic or a quality. In the 19th century Carlyle characterized in his Great man theory that leaders were charismatic and predominant exceptional persons. However, Stogdill (1950) was the first one to define leadership as an aspect of a process rather than an individual's quality. Stogdill defined leadership as the influence of the activities of a group and its efforts towards setting and achieving goals. Later, Kotter's (1988) idea of leadership varied from the process of moving a group to a wanted direction to Bass's (1990) idea of one group member's effort being able to alter other group members' motivation or competencies, and finally, Kellerman's (2012) ideology of leadership as a triangle of leader, follower, and the context. Moreover, Bass (1990) supports this ideology of leaders and followers being equally important (Silva, 2016).

There are plenty of researches that study the topic of leadership. Additionally, the number of studies about female leadership has also been increasing over the years. However, most female leadership studies tend to focus on comparison to men and the advantages and disadvantages in regards to that. For instance, a study conducted by Chapman (1975) has clearly stated that men and women have different leadership behaviors. Additionally, the study conducted by Eagly (2007) stated that females do face more challenges in managerial positions than their male counterparts, even if they would be competent for the position. Additionally, researchers Hamerstone and Hough (2013) stated that an important element to consider for both women and men is cultural issues for them to work successfully internationally. However, there are issues in international business that affect especially women. For instance, researchers such as Axtell, Briggs, Corcoran, Lamb, and Wilen have explored this topic further. The three main issues that they have mentioned regarding the challenges for female leaders are work-life balance, discrimination, and sexual harassment. (Hamerstone & Hough, 2013, p.171).

The following literature review introduces the main theories related to this research topic area. Additionally, this thesis aims to explain the theories concerning leadership from the past till today by dividing the fundamental theories into the terms of heroic and post-heroic leadership. Figure 1 below demonstrates the main leadership theories discussed in this study. Theories such as the Great man and trait theories are related to the heroic leadership approach (Robertson, 2017; Fletcher, 2004). In contrast, behavioral leadership are associated with post-heroic leadership (Skerlavaj, 2020), which is usually associated with female leadership (Fletcher, 2004). After the definitions and introduction of the main theories, the latter part of the chapter presents a variety of leadership qualities that are associated with these approaches. Additionally, as may be seen in Figure 1 below, leadership styles such as, transactional and transformational can be associated with the relevant theories of heroic and post-heroic leadership. According to Khan et al. (2021), who suggested that post-heroic leadership is the more contemporary approach to modern leadership in the business world when compared to heroic leadership, including ancient leadership theories and ideologies of masculine leadership.

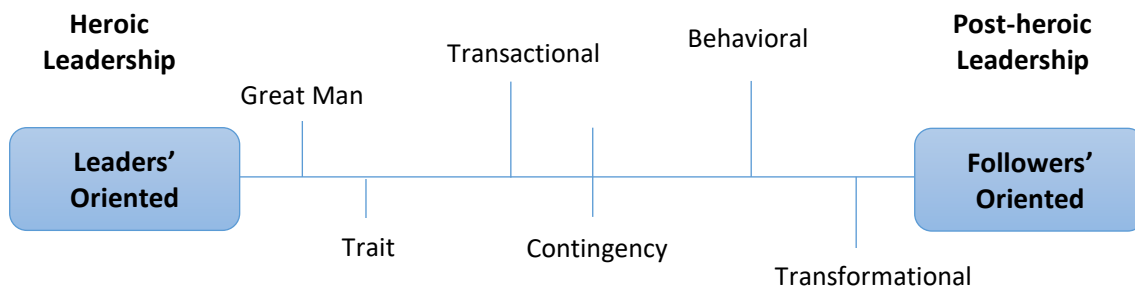


Figure 1. Theoretical Framework of the Leadership Theories adapted from (Khan & Nawaz, 2016, p. 29).

2.1 Heroic Leadership Theories

This chapter introduces the heroic leadership approach and the historical leadership theories that share a similar approach. It is natural for leaders to focus solely on individual actions and decision-making in heroic leadership. Moreover, heroic and charismatic leaders are commonly considered to affect organizational success and failure (Fletcher, 2004). Leadership qualities associated with heroic leadership are charisma, self-confidence, and the ability to inspire others. The leadership theories, such as trait theory, Great man theory, and the big five personality traits, contain these qualities (Allison & Goethals, 2020, p.95). Moreover, the heroic leadership approach may be associated with task-orientation and is also traditionally related to masculinity (Harter & Heuvel, 2020).

2.1.1 Masculine Leadership Styles and Qualities

Prior research has proven that leaders can attain both feminine and masculine qualities, regardless of gender. However, in general, men are more commonly known to identify themselves as masculine. Nevertheless, the emphasis is that men may identify themselves as masculine or feminine. Thus, matters such as gender identity, gender roles, and gender stereotype significantly affect leadership roles. For instance, if one possesses more masculine leadership behavior, they tend to act more dominantly, competitively, and independently. In turn, more feminine leadership behavior implies warmth, expressiveness, and submissiveness. Ultimately, both genders may attain more feminine, more masculine, or both in one's leadership behavior. However, one's gender identity is the factor that will eventually determine one's behavior. (Stets & Burke, 2000).

Leadership styles are solid patterns of social interaction that classify leaders into individuals. However, leadership styles vary between individuals and contain a broad range of different behaviors. Moreover, leaders may change and adjust their leadership behavior within the frame of their own leadership style. (Eagly, 2007). According to a prior study, men have a more directive leadership style (Miranda, 2019, p.605). In directive leadership, the manager delegates the task associated and makes the executive decisions.

Moreover, usually, the tasks of the subordinates are defined clearly and supervised carefully in all phases till the result. (Muczyk & Reimann, 1987). Furthermore, researchers also suggest that men tend to be more authoritarian, hierarchical, and individualistic in their leadership styles because men are commonly associated with competitive environments (Barraza Vargas, 2019). Also, from a historical perspective, leaders are considered more agentic than possessing communal qualities. Consequently, men come across as a more natural choice for leadership roles. Thus, men are more likely to be considered to have the ability to lead, and they are societally readily accepted as leaders. (Eagly, 2007).

When considering leadership qualities that men tend to possess, they are more masculine and usually connected to agentic characteristics, which indicate assertion and control. Moreover, these qualities include confidence, aggressiveness, dominance, and self-reliance (Hamerstone & Hough, 2013, p.108). Furthermore, qualities such as being active, competitive, and instrumental are also related to masculinity (Stets & Burke, 2000). Historically, men and masculine leadership qualities and stereotypes about men associated with managerial positions have developed over the years, decades, and centuries, supported by the statistical evidence of having a higher rate of men in the leadership positions than women. Moreover, Cann and Siegfried (1990) argued that leadership qualities required in leadership positions, such as task orientation, are generally connected with more masculine qualities (Sczesny et al. 2004).

According to researchers, a concrete example of how men and female significantly differ in their work in a managerial position is in problem-solving. Men approach problems from a more rational angle by utilizing the universal moral norms and factual data in the decision-making. In contrast, women tend to conceptualize problems more broadly while also considering the root causes and context of the matter. Therefore, this difference would generate totally different decisions and solutions in the business environment (Barraza Vargas, 2019).

2.1.2 The Great Man Theory

The Great man theory, founded by Thomas Carlyle (1795-1881), contains the assumption that the capability for leadership is innate. Therefore the phrase, "great leaders are born, not made" concludes the ideology of the theory (Rüzgar, 2019). Moreover, the theory describes these men as heroic and destined to lead. During the 19th century, leadership was primarily a male quality, and therefore the term "Great Man" is used (Malos, 2012). Figure 2 below demonstrates the main leadership qualities associated with the theory. The idea was that the traits shown in Figure 2 were inherited, such as wisdom, reliability, courage, determination, and the ability to understand and bring value to people. Ultimately, the interest in defining specific traits and characteristics of leaders was important to sustain success and wealth for humankind. (Rüzgar, 2019).

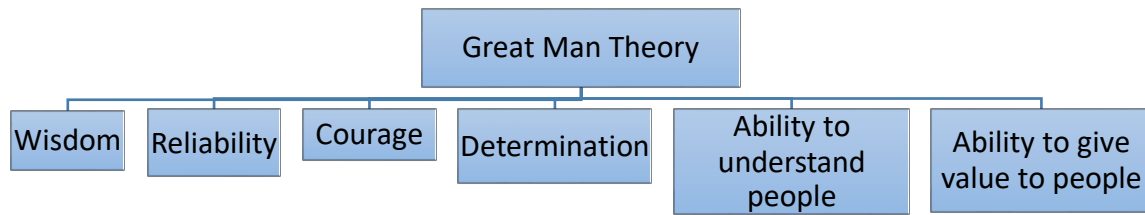


Figure 2. Important Leadership Qualities in Great Man Theory adapted from (Rüzgar, 2019,p. 318).

In today's world, the Great man theory may not be effective nor a successful way of assessing leadership. Additionally, researchers support this by stating that leaders are not always born. They may also be trained and can gain leadership expertise from their experience (Swaroop & Prasad, 2013). Moreover, researchers such as, Hamerstone and Hough (2013) have introduced the term "Great Woman Theory" to showcase the contemporary version of the Great man theory to fit today's leadership. This term emphasizes the idea of women having a better approach to leading people in today's world since these qualities such as being communal, cooperative, and supportive of others, can be recognized to be successful qualities in modern leadership. (Hamerstone & Hough, 2013, p.105).

2.1.3 Trait theory

The Great man theory forms a basis for trait theory. Moreover, the main idea of trait theory is that there are specific traits that make a person a leader (Hamerstone & Hough, 2013, p.105). Moreover, the trait theory focuses on defining specific personality or behavioral characteristics that known leaders share. A definition of a trait is to be a relatively stable characteristic that causes individuals to behave in a certain way (Malos, 2012). Furthermore, Figure 3 below showcases the five main personality characteristics that researchers have found to correlate with leadership. (Early, 2017).

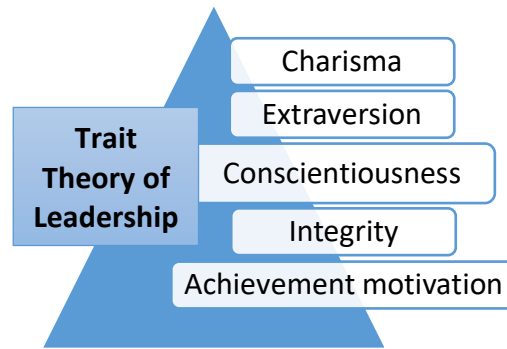


Figure 3. Personality Characteristics of Trait Theory adapted from (Early, 2017, p.2).

Northouse (2010) has defined five key leadership traits that individuals hope to possess or want to be perceived by other leaders. These traits are shown below in Figure 4. However, there are more traits associated with leadership in the context of this theory. For instance, an article by Chow, Salleh, and Ismail (2017) described traits such as intelligence, self-confidence, determination, integrity, and sociability to contribute to leadership. Moreover, the main characteristics of trait theory contain, for instance creativity, wisdom, and responsibility. The same study also states that individuals are born with specific traits. (Khan & Nawaz, 2016).

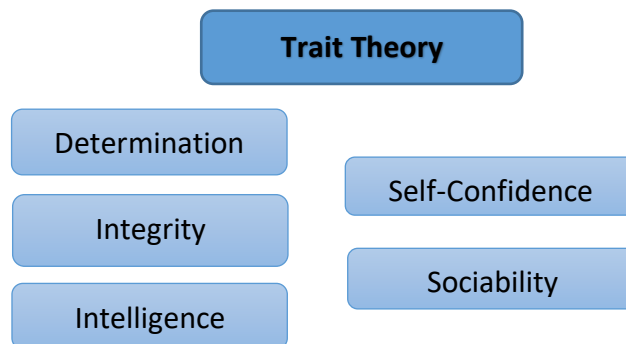


Figure 4. Key Leadership Traits adapted from (Northouse, 2010, p. 19).

Simultaneously, trait theory examines how leadership styles affect organizational performance. Moreover, a theory called the big five traits of personality can be related to trait theory. It has changed over time, and for instance, the emphasis on emotional intelligence has increased over time (Hamdan & Bin, 2020). Later, trait theory has been used as a tool to maintain a certain level of organizational performance, which is affected by the employee's traits. (Hamdan & Bin, 2020).

2.1.4 The Big Five Traits of Personality

Eysenck's biopsychological trait theory has been a generally known way to examine and explain individual differences in human personality and behavior. However, some researchers found it inconclusive, and therefore the big five personality traits can be utilized alongside it. (Jawinski et al., 2021). The big five traits of personality consist of extraversion, conscientiousness, openness to experience, agreeableness, and neuroticism. The personality model is generalized across different cultures and languages since it basis on one's inherent biological factors and genetics (Jawinski et al., 2021).

More specifically, openness to experience consists of being open-minded, creative, sensitive, intelligent, curious, cultured, original, and innovative. Moreover, characteristics such as being organized, systematic, punctual, determined, and reliable are associated with conscientiousness. Next, extraversion contains characteristics such as being friendly, energetic, warm, assertive, outspoken, and sociable. Then agreeableness relates with characteristics such as politeness, compassion, trust, and kindness. Lastly, neuroticism contains characteristics of being anxious, aggressive, temperamental, and insecure. (Mhlanga, 2019).

The first trait is openness, which relates to people who are open to new experiences and ideas. They also tend to be inventive, reflective, and highly motivated to learn, while they can succeed in changing and challenging circumstances, which requires flexibility. Moreover, the second trait of conscientiousness relates to hardworking, self-disciplined, and goal-oriented people. Therefore, they obtain a task and goal-oriented behavior, which shows as planning, organizing, and prioritizing tasks, while following norms and rules. Next, the third trait is extraversion, which can relate to characteristics such as ambition, determination, and good social skills. They tend to be outgoing, communicative, energetic, and adventurous. Additionally, traits related with extraversion are for instance, being friendly, energetic, warm, assertive, and having good

social skills. The fourth trait is agreeableness, which consists of being considerate, flexible, cooperative, sympathetic, generous, compassionate, and open-minded.

Moreover, they tend to be empathetic, kind, and modest, while aiming to avoid conflicts. Finally, the fifth trait of neuroticism relates to people who are prone to experience emotional instability such as insecurity, anxiety, and impulsiveness. In practice, people with neuroticism can modify their emotional state to fit the demands of the situation, for instance, managing to stay balanced in difficult and stressful situations. They are also linked with traits such as being volatile, self-conscious, and sometimes emotionally unstable. (Mhlanga, 2019).

The big five traits of personality have been utilized in leadership to identify the key traits for a leader. Prior research has also recognized the connection between the big five and transformational leadership. For instance, Frey, Kern, Snow, and Curlette (2009) found that the personality attributes varied significantly between people who performed at a high level of transformational leadership style compared to those who did not (Lopez-Perry, 2020).

Prior research conducted by R. M. Stogdill (1904-1948) found several traits that are linked with effective leadership. The traits were dependability, sociability, intelligence, initiative, persistence, self-confidence, integrity, cooperativeness, and adaptability. Moreover, the traits mentioned above exist in both trait theory and the big five traits of personality theory. However, this research did not clarify the relation between successful leadership and the trait approach (Hassan, Asad, & Hoshino, 2016).

2.1.5 Transactional leadership style

The transactional leadership style is commonly associated with men (Fletcher, 2004). The utilization of rewards depending on the performance is characteristic for the theory, and it is broadly recognized to emphasize the leader-follower relationship. (Khan, 2017). Moreover, transactional leadership discards external factors, and therefore, it is less

likely to take situational or environmental changes into account in the organization. Consequently, there is a chance that not all potential factors are considered in the decision-making. Therefore, there is a lack of ability to see the bigger picture. (Khan, 2017).

Masculine traits are generally associated with effective leadership, which may be due to the long history of male domination in leadership roles. Moreover, the qualities connected to men are coherent with the transactional leadership style. Having clear rules of authority, following commands, and the ideology of employees doing what their boss tells them to do is characteristics of transactional leadership. Therefore, leaders that utilize transactional leadership styles are strong, direct, dominant, blunt, hardworking, and goal-oriented. (Hamerstone & Hough, 2013, p.108). Moreover, transactional leaders do not usually discuss or even consider other people's opinions or ideas. Additionally, leaders are seen in a position of power and providing benefits and punishments are a common way of operating. (Khan, 2017).

2.1.6 Successful leadership

From a historical perspective, successful leadership and its attributes tend to link with men rather than women. For instance, according to Schein (1973), men are more likely to have the characteristics, attitudes, and temperaments required for successful leadership. More specifically, characteristics such as the ability to lead, desire to have a responsibility, and objectivity are perceived as essentials for management while being more likely to possess by men rather than by women. (Hamerstone & Hough, 2013, pp.105-106).

When examining leadership, successful leadership tends to arise in the conversations. Nevertheless, the question remains on how a female manager can achieve successful leadership and what it requires from a leader? Prior research has examined effective leadership from the perspective of leadership qualities and what personal styles, traits, or characteristics it requires (Dewan & Myatt, 2008). This general idea of having specific traits or qualities to become a successful leader and the presumption of

demonstrating those traits and qualities will automatically transform into successful leadership. However, the success is not about having specific personal qualities such as drive, openness, or being inspirational, nor having specific skills in strategic and operational decisions.

Thus, Likierman (2009) claims that these skills and personal qualities can be necessary for successful leadership, but success itself measures by the results, not the leader's characteristics. To conclude, successful leadership is achievable when the organization and the company's leaders have a successful outcome compared to the combination of stated objectives and the outcome of a relevant peer group. Figure 5 below demonstrates Likierman's idea of successful leadership. (Likierman, 2009).



Figure 5. Framework of Successful Leadership adapted from (Likierman, 2009, p.48).

2.1.7 Effects of the Culture on Leadership and Masculinity

According to Hofstede (1997), masculine leadership contains assertiveness, competitiveness, and toughness. Moreover, masculine cultures tend to support the traditional distinction of different genders in specific professions. Furthermore, the typical masculine work goals consist of high earnings, recognition, advancement, and having a challenge. Moreover, aspects such as traditional gender, family, and age distinction, making quick results in work tasks and roles, and navigation-oriented exploration and control are typically associated with high-masculinity cultures. (Marcus & Gould, 2000).

Hofstede and his dimensions are one of the most known and generally accepted theories of culture. Table 1 below demonstrates Hofstede's six cultural dimensions: power distance, uncertainty avoidance, individualism versus collectivism, masculinity versus femininity, long-term versus short-term orientation, and finally, indulgence versus restraint. These dimensions mentioned above can divide and compare different countries based on a score of either high or low level of the specific dimension. (Hofstede, 2011). This specific study focuses on the dimension about masculinity and femininity.

Table 1. Six Dimensions and the Key Adjectives adapted from (Hofstede, 2011, pp.9-16).

Hofstede's Dimension	Low-level	High-level
Power Distance	Hierarchy represents inequality in roles that are gained to get advantage; Subordinates expect to be consulted	Hierarchy represents inequality; Subordinates expect to be told what to do
Uncertainty Avoidance	Ease, low stress, self-control, low anxiety; Different is curious; Switching a job is normal	High stress, emotionality, anxiety, neuroticism; Different is dangerous; Staying in the job like it or not
Individualism vs Collectivism	Everyone taking care of oneself; others categorized as individuals; task overcomes relationship	People are born into groups which protect them in exchange for loyalty; others categorized as in-group or out-group; relationship overcomes task
Femininity vs Masculinity	Minimum emotional and social role differentiation between the genders; Men and women should be modest and caring; Balance between family and work	Maximum emotional and social role differentiation between the genders; men should be and women might be assertive and ambitious; Work outweighs family
Long-Term vs Short-Term Orientation	Most important events in life happened in the past or now; Personal steadiness and stability	Most important events in life happens in the future; A good person is able to adapt to the circumstances
Indulgence vs Restraint	A perception of personal life control; Emphasis on freedom of speech	A perception of helplessness: I cannot control what will happen to me; Less importance of freedom of speech

Global Learning and Observation to Benefit the Environment, also known as the Project GLOBE, was founded in 1997. Project GLOBE's aim is on global leadership and organizational behavior effectiveness. Moreover, the project has collected data about different cultural practices and leadership characteristics in multicultural environments. GLOBE aims to divide societies into cultural clusters. The project's researchers also determined nine cultural attributes: assertiveness, future orientation, gender differentiation, uncertainty avoidance, power distance, institutional emphasis on collectivism versus individualism, in-group collectivism, performance orientation, and humane orientation. It is essential to fully comprehend all nine attributes to contrast them in an international company to succeed in other cultures. (Hamerstone & Hough, 2013, p. 167).

According to the research, leadership positions require a transformational leader's charisma and inspirational motivation in global organization, usually in country-specific strategies (Kedia et al., 2002). However, in some cases, the leaders in higher managerial positions need to utilize fewer personal attributes. To conclude, leadership styles vary between different international strategies, and therefore they are carefully selected by the organization. Finally, the researchers argue that if the organization aims to be successful, it needs to find a fit between its international strategy, the decision-making processes, and higher-level managers' leadership styles (Kedia et al., 2002).

2.1.8 Contingency Theory

Contingency theory aims to pair individuals with practical situations by considering the individual's leadership style. Contingency theory contains task-motivated and relationship-motivated leadership styles. More specifically, task-motivated leaders are usually goal-oriented. In contrast, relationship-oriented leaders prioritize long-term relationships with individuals and organizations (Waters, 2013). Due to the nature of contingency theory, it relates to both heroic and post-heroic approaches. The task-motivated and goal-oriented part of the theory relates to the heroic approach (Cohen,

2010, p.54). In comparison, the relationship-oriented part relates to the post-heroic approach. (Fletcher, 2004).

2.2 Post-Heroic Leadership Theories

The following chapter introduces the definition of post-heroic leadership and the contemporary leadership theories linked to the same approach. The post-heroic approach emphasizes the importance of social development and characterizes it as dynamic, multidirectional, and collective (Fletcher, 2004). Consequently, post-heroic leadership is also known as connective leadership. Generally, post-heroic leadership is known to be people-oriented leadership and has considered to be feminine. In turn, heroic leadership relates to masculinity. Moreover, post-heroic leadership includes growth and learning more about the people around, rather than achieving a higher status. (Harter & Heuvel, 2020).

This ever-changing topic of leadership qualities has created a gap for this study about current leadership qualities in international work life. These new leadership approaches acknowledge the change in effective leadership from having only a few individuals with heroic actions at the top of the hierarchy to more collaborative leadership procedures throughout the organization. More specifically, this relational leadership approach aims toward more dynamic and interactive practices to influence and transform organizational structures, norms, and practices. (Fletcher, 2004).

2.2.1 Feminine leadership Styles and Qualities

A group of researchers states that women tend to be more interpersonal, participative, and have a more horizontal leadership style due to female and male socialization differences. (Barraza Vargas, 2019). Also from a historical perspective, leaders were considered more agentic rather than having communal qualities. Consequently, men

come across as the more natural choice for the leadership roles while causing a disadvantage for women. (Eagly, 2007).

However, prior research has proven that leaders can attain both feminine and masculine qualities rooted in the social aspects of their gender. In general, women are more commonly known to identify themselves as feminine. However, the emphasis is that it is natural for females to identify themselves as masculine or feminine. Nevertheless, matters such as gender identity, gender roles, and gender stereotypes have a significant effect on leadership roles as well. For instance, if one possesses more masculine leadership behavior, they tend to act more dominantly, competitively, and independently. In contrast, more feminine leadership behavior implies warmth, expressiveness, and submissiveness. Ultimately, both genders may attain more feminine, more masculine, or both in their leadership behavior. However, gender identity is the factor that will eventually determine their behavior. (Stets & Burke, 2000).

Starting with the leadership qualities, traits commonly associated with female and feminine leadership are kindness, concern for others, warmth, and gentleness (Eagly, 2007). Moreover, feminine traits are considered to be, for instance, cooperation, expressiveness, and being passive (Stets & Burke, 2000). Furthermore, traits such as empowerment, collaboration, and mentoring skills are also associated with female leadership. These qualities mentioned above are commonly associated with effective leadership and transformational leadership, which will be discussed further later on. (Holden & Raffo, 2014).

As previously mentioned, various studies compare the leadership qualities between men and women. However, in today's changing work environment, people have started to recognize the potential of women in leadership positions slowly. Therefore, researchers such as Sadinovna (2021) suggest that it is actually more beneficial for an organization to have more women higher in the organizational hierarchy in today's world.

Referring to the research conducted by Yoni Blumberg (2018) that, gender-diverse companies have, according to the research, outperformed their competitors. This finding has also been confirmed, for instance, by The White House Project Report 2009, in which Fortune 500 companies that had a higher number of female employees had a higher return on equity than companies with fewer female employees (Holden & Raffo, 2014). Moreover, a study conducted by Eagly and Carli (2007) suggests that women's leadership style is more interactive, collaborative, and inclusive compared to their male counterparts. Therefore, it will be more suitable for a successful, contemporary organization, which tends to have more and more team-based work environments. Their study also suggests that women can adapt their leadership style to meet the requirements of a certain leadership role by utilizing their masculine and feminine qualities. (Hamerstone & Hough, 2013, p.107).

Later, researchers have explored that "splitting the difference" is the most successful way for female leadership. More specifically, it means that effective leaders can be both agentic and communal simultaneously (Hamerstone & Hough, 2013, p.107). Moreover, researchers claim that the qualities that female leaders possess in the modern workplace have more demand in the future rather than the traditional "command and control" leadership models. In addition, Sadinovna (2021) also suggests that female leadership styles are more effective and efficient in contemporary business. Therefore, the study predicts that female leadership styles will be a new driving force in management in the future years. (Sadinovna, 2021).

When examining the leadership style of female leaders, prior research suggests that women tend to use a collaborative leadership style (Miranda, 2019). More specifically, collaborative leadership applies when the team's work behavior modifies their abilities and task requirements to accomplish the job. Furthermore, collaborative leadership does not utilize the traditional functions of a leader. Thus, the team controls the aspects of planning, organizing, and directing the work. (Finch, 1977).

From a historical perspective, females have been underrepresented in leadership positions but more specifically in higher leadership positions. However, Sadinovna (2021) suggests that female leaders are in fact more competent for the new, developing leadership model and strategy in today's world. As the opposite of masculine and authoritarian styles, female leadership emphasizes the importance of collaboration, teamwork, and engagement within the workforce. Researchers such as Book (2000), Helgesen (1995), and Wilson (2004) have suggested that females in leadership may be superior leaders compared to men due to their leadership qualities. (Sadinovna, 2021).

When considering female managers' position in an international work environment, previous research argues that female leaders that work in international organizations tend to emphasize social policies more than their male counterparts. It is mainly due to the female stereotype of being caregivers but also because their responsibilities and practical knowledge radically differ from men. Consequently, female leaders provoke a change in the companies' operations. Moreover, existing studies confirm that a leader's gender influences the international organization's policy agenda. Additionally, they suggest that if international organizations would increase the number of female managers, they could comprehend the future of international affairs more extensively. (Barraza Vargas, 2019).

The differences in gender in organizations generally show in aspects such as communication, influence, and leadership skills. These qualities tend to differentiate people into unique groups of people. Moreover, these same qualities have tended to set women at a disadvantage in organizations due to historical events of gender inequalities, which relate to equal pay, equal rights, gender equality in laws, and political equality (Merchant, 2012). Even today, women leaders may face unequal attention on their style and appearance compared to their male counterparts. Moreover, female leaders are more likely to get criticized for being too soft or alternatively expressing qualities that

are considered to be too masculine from the generally accepted stereotype (Hamerstone & Hough, 2013, p.104).

2.2.2 Behavioral Leadership

Behavioral leadership and its aspects are associated with the post-heroic leadership approach (Skerlavaj, 2020). Moreover, behavioral leadership emphasizes that the leader's effectiveness is related to how he/ she behaves. It also suggests that it is not innate, and therefore behavioral leadership is something that one can learn or train. Furthermore, Uslu (2019) suggests that behaviors related to this theory link with a job or task orientation and employee and relationship orientation. A previous study conducted by Ohio University suggests that the most effective leadership style is a combination of being task or job-oriented in a situation, which requires a high initiating structure while having a high level of consideration towards behaviors that are related to being a relationship or employee-oriented. The study also explains that a leadership style that would reflect the previously mentioned behavior would be team management. However, behavioral leadership theory cannot consider different situations well enough, which is why it is claimed not to be valid under all circumstances. (Uslu, 2019).

2.2.3 Transformational Leadership Styles

Female leadership consists post-heroic leadership approach that consists of a transformational leadership style (Fletcher, 2004). Transformational leadership appears in work environments, where the leader engages with other employees in the department, company, or organization to increase motivation. The ideology behind transformational leadership is that people can be encouraged to higher performance levels by this leadership style. Leaders who utilize transformational leadership styles tend to have more female characteristics. Additionally, leaders who have more female characteristics have created more value for the organization than the leaders who have

more masculine characteristics with this specific leadership style (Hamerstone & Hough, 2013, p.108).

Researchers such as, Downton (1973) and Bass (1998) have defined transformational leadership style to make beneficial and positive changes in followers. Moreover, they describe transformational leaders as energetic, enthusiastic, and passionate. Therefore, the leadership style requires one or more people to engage in a manner in which the leader and followers influence one another so that motivation, morality, and performance levels increase. Additionally, a transformational leader focuses on transforming other people to help one another look after each other while being encouraging, harmonizing, and looking out for the organization. (Kirimi et al., 2010). Later, the researchers specified that transformational leadership consists of four I's: idealized influence (charisma), individualized consideration, intellectual stimulation, and inspirational motivation. (Bass & Avolio, 1990).

The main unifying aspects of transformational and post-heroic leadership are the importance of relations between the leader, followers, and their communication. However, both men and women can display empathy, community, vulnerability, and collaboration skills. Nevertheless, socially these qualities are usually associated with femininity and females (Fletcher, 2014).

2.2.4 Femininity and Consideration on a Successful leadership

Hamerstone and Hough (2013) suggest steps that a woman can take to increase her chances for success. The researchers mention that competencies such as negotiation and communication skills, navigate carefully their career path ahead, and lining up sponsors can help towards a successful work life. Moreover, three key factors affect leadership, understanding different management styles, increasing self-awareness, and developing a leadership style. However, leadership can be more complex than these concrete steps. (Hamerstone & Hough, 2013, p.104).

A survey conducted by Taleghani et al. (2010) suggests that nine main characteristics identify a successful leader: passion, decisiveness, conviction, integrity, adaptability, emotional toughness, emotional resonance, self-knowledge, and modesty. Moreover, when these characteristics are considered in an international context, the emotional toughness and – resonance are linked to passion, especially in America. The characteristic of self-knowledge is also common in America, and at the same time, modesty is an uncommon characteristic in America. Moreover, adaptability is strong in America. While, simultaneously, it is less common in Asia and Europe. Furthermore, American and top Chinese executives tend to make decisions personally and take full responsibility and accountability for the decisions. Additionally, Chinese executives tend to have good self-knowledge. However, modesty sometimes appears in Asia. However, characteristics such as conviction, integrity, and honesty are more challenging to associate with a specific country context. Moreover, conviction is a general characteristic everywhere. In contrast, integrity is so complex that a specific country or culture cannot be determined. Finally, honesty is difficult to determine since something honest in one society might not be honest in another. (Taleghani et al., 2010).

2.2.5 Cultural Dimensions and Implications to Expectations about Leadership

Prior research by Hofstede (1997) suggests that traditional feminine roles relate to family, people, and tenderness. Moreover, feminine cultures typically have an overlap in gender roles. More specifically, both men and women can express modesty, compassion, and consideration with both qualities of life and success. Furthermore, feminine work goals consist of good relationships with managers, colleagues, and subordinates. In addition to the appreciation of good living and working conditions and security of work. Aspects associated with feminine cultures are, for instance, the overlap of gender roles, joint cooperation, and support. (Marcus & Gould, 2000).

Schein (2001) suggests that cultural differences as well as the level of managerial gender typing amongst female managers may be associated with their opportunities and experiences in management in the respective countries they work. Moreover, the

essential characteristics for managerial success vary between countries and cultures. (Schein, 2001). The study conducted by Barraza Vargas (2019) argues that female managers in international organizations are being socialized as caregivers and considered to prioritize social policies more than their male counterparts. Nonetheless, women have been able to develop in their careers and gain promotions in the hierarchical organizational ladder over the past couple of decades. Yet, women are still inadequately represented in management positions in contrast to men around the world. This may be defined as the glass ceiling, which is a strong, transparent barrier that prevents exclusively women and ethnic minorities from gaining promotion on the organizational hierarchical ladder. (Morrison & Von Glinow, 1990).

Hamerstone and Hough (2013) suggest that some women may have a competitive advantage compared to men in working internationally due to their relational skills, empathy, and consideration of social cues. Moreover, these characteristics may be helpful for female managers when working with different cultures in an international setting. (Hamerstone & Hough, 2013, p.162).

2.3 The Theoretical Framework

This study aims to provide an understanding of modern female leadership while focusing on their leadership styles and qualities, and how they need to be adjusted to the international work environment in today's world. Even if leadership theories have historical roots, they have been utilized throughout the decades and still influence leadership today. Examples of the historical leadership theories utilized in the theoretical part of this study are the Great man theory, founded as early as 1847, and the trait theory from the 19th-century. (Khan & Nawaz, 2016).

Prior research states that regardless of the successful manager's qualities, they are still commonly viewed as possessed by men. Thus, the idea of a successful manager varies between different cultures, there are still similar qualities that different cultures associate with men (Schein, 2001). Moreover, there are traditional stereotypes and

stigma in cultures, which prevent women from equality. One significant aspect is workplace barriers that impede women from career opportunities. However, by recognizing these barriers, women managers may be able to unite their efforts to make a change in rights, freedoms, and opportunities for women nationwide. (Schein, 2001).

Even though there are prior leadership theories suggesting that the characteristics related to female leadership are not widely supported. The more modern leadership theories, for instance, contingency and transactional leadership support both male and female leaders and their leadership styles. Moreover, the historical theories, for instance, trait theory, has found to also fit modern leadership. The theory has been updated and some of these traits can be connected to contemporary female qualities such as, extroversion, conscientiousness, openness, social intelligence, self-monitoring, and problem-solving skills. (Zaccaro et al., 2004).

This study focuses on answering the research question about when and how female managers need to adjust and express different leadership qualities in the prevailing leadership culture to be successful in their work. Consequently, the research gap for the study is to find out approaches and ways to adjust and express one's leadership qualities to fit the international circumstances. Especially, to achieve effective leadership for today's world, it is necessary to develop, find, and express new skills, characteristics, and qualities to comprehensively explain how effective leadership can exist in international organizations. (Hunt & Fedynich, 2019). Additionally, as stated before, according to Taleghani et al. (2010), one of the key characteristics to successful management was the adaptability and ability to adjust, and therefore that aspect is added to the research. Furthermore, the topic from that perspective have only limited studies, which increases the need for this study.

The Figure 6 below aims to explain and demonstrate the framework of this study. The foundation of the topic are the different leadership theories that consists of traditional perceptions about leadership. However, this study focuses more on the leadership

theories concerning female leadership styles and qualities, which can also be associated with the modern, post-heroic leadership approach. The topic is even further defined to study the qualities and styles that relates to successful leadership. The prior, existing theories and knowledge are illustrated with the grey triangle. In turn, the new findings about the ways of expressing and adjusting female managers' leadership styles and qualities to fit the international work environment is the outcome of the study. Moreover, the arrows indicate, what this research aims to answer.

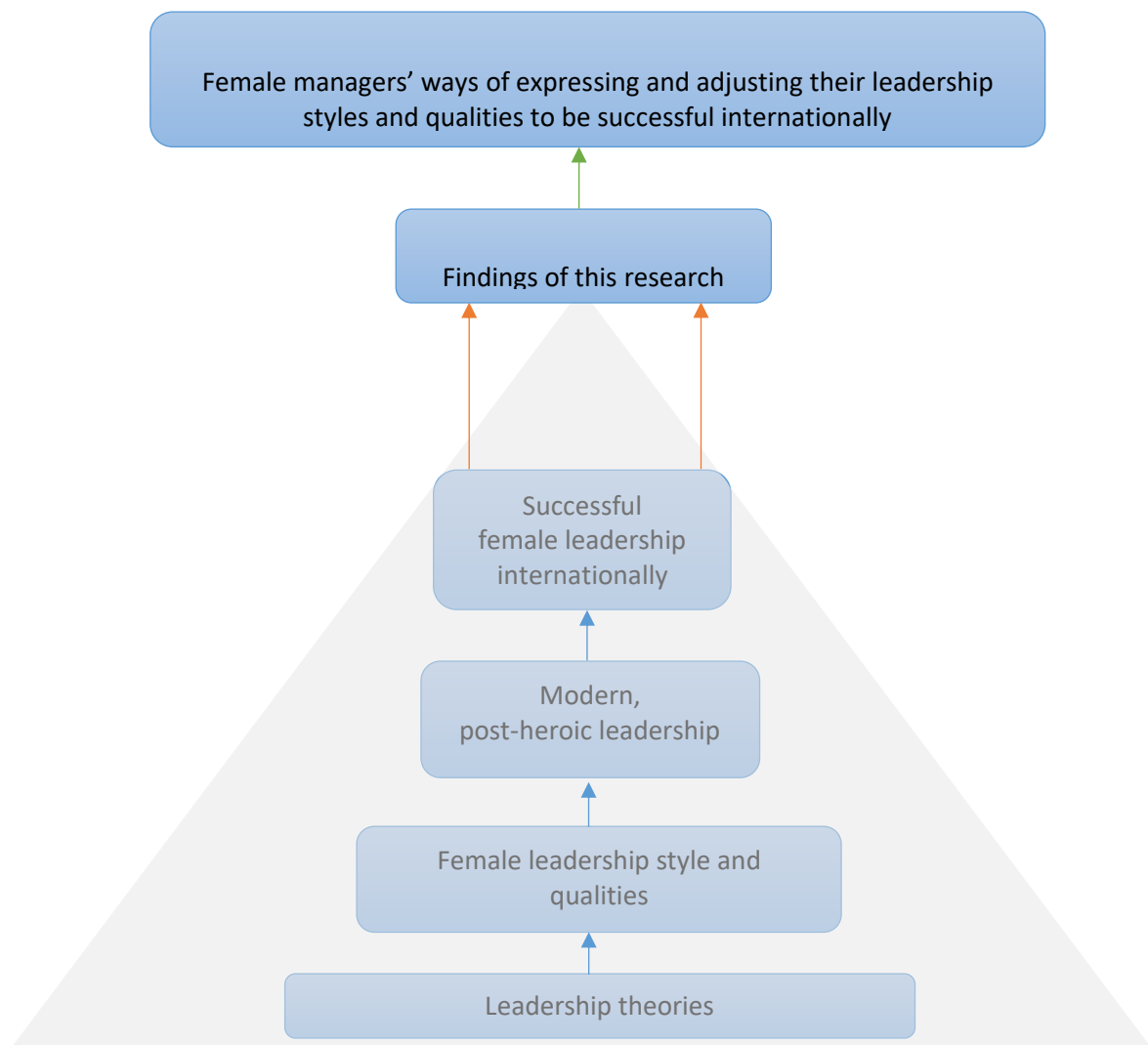


Figure 6. Framework of the Study about Successful female leadership.

3 Methodology

The following chapter introduces the methodological choices and research methods used in this study. The aim is to generate an answer to the research question and ultimately meet the research objectives presented in Chapter 1.1.2. Moreover, this chapter also aims to justify the decision concerning the methodological choices, strategy, and sample. In addition, the validity and the reliability of the study are acknowledged and explained.

3.1 Research Approach

Research approaches are divided in two categories, which are inductive and deductive approaches. In brief, the inductive approach is used when the data is collected first and only then the theory is developed around it. On the contrary, the theoretical part is developed prior of collecting the data in deductive approach. However, the research may utilize both inductive and deductive approaches in a single study (Saunders et al., 2016, p. 144). This study utilizes a deductive approach, which is generally known to test the theory, which may be used in both qualitative and quantitative research. The main characteristics of the deductive approach aim to explain any causal relationships between the variables, including creating, expressing, and testing hypotheses. Another characteristic is to have a structured methodology to guarantee the reliability of the study and to enable the replication of the research progress. The next characteristic is that the aspects should be operationalized so that facts can be measured quantitatively. The last characteristic is a generalization, which requires selecting suitable samples. (Saunders et al. 2016, pp. 146-147). Moreover, by utilizing the deductive approach, the research question, objectives, and the theoretical framework have been created by applying existing theory and theoretical suggestions. These will also be used to help the data analysis later on. (Saunders et al., 2016, p. 570).

3.2 Research Strategy

A case study is one of the leading research strategies (Saunders et al., 2016, p.169). Moreover, Piekkari et al. (2009,) have defined a case study by saying it is “a research strategy that examines, through the use of a variety of data sources, a phenomenon in its naturalistic context, with the purpose of ‘confronting’ theory with the empirical world”. (Welch et al., 2011). Additionally, it enables both contextualized and causal explanations of the research since both qualitative and quantitative research methods may be used. (Welch et al., 2011). A case study enables answering questions such as how and why, while focusing on contemporary phenomena related to, for instance, individual, group, organization, or industry in the real-life context. More specifically, a case study examines an empirical topic by following a set of predetermined practices. (Yin, 2002, p.1).

The in-depth interviews provide insight into female leadership in the international context. Moreover, the semi-structured interviews enable the combination of nine predetermined questions with a possibility for additional spontaneous questions. The nature of the interview enables to change the order of the questions if needed for the topic to flow naturally during the conversation (Saunders et al., 2016, p.394). In addition to the interviews, participants received a questionnaire via email consisting of three questions to explore the issue of main qualities of female leadership.

More specifically, this research is a case study, which requires careful designing of the collection, presentation, and analysis. A case study aims to fulfill the need to find a comprehensive understanding for a complex social phenomenon. A suitable case study method enables the researcher to maintain holistic and significant characteristics of the real-life events, such as individual life cycles, organizational and managerial processes, and international relations. (Yin, 2002, pp.1-2).

This study utilizes in-depth interviews and the data received from the online questionnaire as a primary source of data. Consequently, secondary data is needed to support the primary data of the study, to answer the research question and meet the research objectives. (Saunders et al., 2016, p.318). In addition, the secondary data of the study is the theoretical part presented in the second Chapter of the thesis, which helps to formulate the framework, questionnaire, and the interviews of the study.

3.3 Research method

Hennink, Hutter, and Ajay (2020) defined a qualitative research as follows, "Qualitative research is an approach that allows you to examine people's experiences in detail by using a specific set of research methods such as in-depth interviews, focus group discussions or biographies to mention a few." (Hennink et al., 2020, p.10). Qualitative research aims to deepen the understanding of the specific topic while examining people's experiences and perspectives (Hancock et al., 2001).

In turn, quantitative research aims to establish statistically meaningful conclusions about the sample, also called the population. The researcher aims to include individuals in the sample who fit the research description of the best. Quantitative studies utilize research methods such as surveys, correlation studies, and measures of experimental outcomes. (Lowhorn, 2007).

Hennink et al. have also identified the key differences between qualitative and quantitative research methods, which simultaneously highlights the benefits of both methods. Table 2 below showcases the differences of qualitative and quantitative methods, but also helps to demonstrate how the combination could benefit the study.

Table 2. Main Differences between Qualitative and Quantitative Research Methods adapted from (Hennink et al., 2020, p. 16).

	Qualitative Research	Quantitative Research
Objective	To gain a contextualized understanding of behavior, beliefs, and motivation.	To quantify data and extrapolate results to a broader population
Purpose	To understand why? How? What are the process, influences, and context?	To measure, count, or quantify a problem. To answer, how much? How often? What proportion? Which variables are correlated?
Data	Textual data, words	Statistical data, numbers
Study Population	Small number of participants, which are selected purposively.	Large sample size of representative cases
Terminology	Participants or interviewees	Respondents or subjects
Outcome	To develop an initial understanding, to identify, and explain behavior, beliefs or actions.	To identify prevalence, averages, and patterns in data. Aims to generalize the results to a broader population.

The primary data of this study is collected by utilizing both qualitative and quantitative research methods. Nevertheless, both the methods have their purpose of meeting the needs of the study. Additionally, the combination of both methods allows the study to maximize the potential data received while ensuring and maintaining the quality of the data. This combination increases the validity and reliability of the study. Since the qualitative method ensures the in-depth nature of the data, the quantitative method enables more generalized results of the study since the qualitative nature of the interviews cannot facilitate the broadly generalized results. Therefore, these methods complement one another. (Hennink et al., 2020, p. 17). Thus, by choosing to utilize both qualitative and quantitative research methods, the researcher aims to maximize the quality of the study while enabling the generalization of the results. Therefore, the results provide valuable information for female managers about leadership style, qualities, and approach. Thus, they may identify themselves as heroic or post-heroic leaders.

This study utilizes a semi-structured interview method. More specifically, the semi-structured interviews consist of a set of open-ended questions formulated based on the topic areas of the research. The open-ended nature of the questions allows the interviewer and interviewee to have a deeper discussion about the topic and potentially make uncovered findings on the topic. Moreover, this method enables the interviewer to create additional follow-up questions during the interviews, which may further deepen the conversation and allow more valuable data to be collected. (Hancock et al., 2001). The in-depth data collected from the interviews enable the study to make discoveries and findings on the research topic of female leadership, which has only limited prior research made from this specific perspective. Moreover, the open-ended questions and the semi-structured interviews allow more personal answers, which helps female managers identify with more specific descriptions of different styles, qualities, and approaches.

3.4 Collecting the Data

The quantitative research method, a questionnaire, and a qualitative method of in-depth interviews provide the primary data for this study. Moreover, the data collected by these methods are used exclusively for this thesis. First, the ten in-depth interviews conducted via Zoom meetings and telephone calls created the main data for the study. All of the interviews were audio-recorded with the permission of the female managers to maximize the data. After the data collection, it was transcribed, checked, and re-arranged to separate documents for the data analysis. The qualitative part of the study ensures the in-depth information and allows the managers' personal opinions and perspectives to emerge in this specific research area (Quieros et al., 2017). Additionally, a questionnaire was sent to the female managers before the one-on-one interviews to maximize the data received from the participants. Simultaneously, it aimed to provoke a conversation at the beginning of the interviews, where the questionnaire functioned as a warm-up. Due to the decision of collecting the data by utilizing both quantitative

and qualitative methods, the quantitative method allowed more measurable data to be collected, which facilitated the process of supporting and making findings for this study.

3.5 Sample

The study's participants got chosen by considering their gender, professional background, and current position in a managerial job role. Due to the study's international nature, the participant's nationalities varied in the research. The participants work in managerial positions either in Finland or Canada while having various international backgrounds. Therefore, the unifying factor for all female participants was the international work experience from different managerial positions and roles.

Table 3 below demonstrates the sample of this study. Additionally, it provides three sample groups to help analyze and compare the data. The first sample group (S1) contains Finnish female managers who have work experience outside of Finland. To specify, the experience may be from global virtual teams or from physically living or traveling abroad. The second sample group (S2) contains Canadian female managers who have work experience from global virtual teams or with international clients and colleagues. Finally, the third sample group (S3) contains variety of nationalities who are currently working in Finland and have worked here for 4 - 16 years.

Table 3. Information about the Participants.

Interviewees	Position	Nationality	Country context	Sample Group
Interviewee 1	Process Development Manager	Finnish	Russia, China, Turkey, Korea, Sweden, Norway, Island, and Finland	S1
Interviewee 2	Partner and Manager	Canadian	Canada and various international countries for instance in Africa	S2
Interviewee 3	President	Canadian	Caribbean, USA, Canada, Italy, and Spain	S2
Interviewee 4	Managing and Operating Director	Finnish	Germany, Switzerland, Sweden, and Finland	S1
Interviewee 5	CEO	N/A	USA, Mexico, and Finland	S3
Interviewee 6	CEO	Indonesian	Finland, Indonesia, Nepal, and International team	S3
Interviewee 7	Head of Global Marketing	Finnish	Global virtual teams and International team	S1
Interviewee 8	Head of Delivery	Finnish	Ireland, France, Italy, Norway, Finland, Denmark, and India	S1
Interviewee 9	CEO	Portuguese	Finland, USA, and China	S3
Interviewee 10	Head of Marketing and Communication	Finnish	USA, Finland, and global virtual teams	S1

First, the interviewees were contacted by email or through LinkedIn and asked about their willingness for the interviews. When the common interest was established, all the necessary information about the research was sent to the participants. Simultaneously, the researcher and the participant agreed on a date for the interviews. Before the interviews, the interviewees received a questionnaire designed to fit the topic of female leadership. Moreover, before the interview, the researcher requested participants' permission to identify any information about them in the research. Simultaneously, the anonymousness and the data collection process were explained to all participants.

The interviews were conducted between March 14th – and 31st of 2022. Moreover, the duration of the interviews varied from 30 to 60 minutes. The interview languages were English and Finnish, depending on the nationality of the participants. The Finnish female managers were interviewed in their mother tongue to maximize the validity and reliability of the answers. All the interviews were recorded to maximize the amount of

data with the consent of the participants. The interviews were conducted through telephone or online Zoom video calls due to the prevailing global pandemic of COVID-19. In these circumstances the video call was the best option to conduct the interviews while still being able to see the participants. And that way to increase the trust and comfortable feeling between the researcher and the participant. Initially, the plan was to have all meetings via Zoom. However, due to some technical challenges and for the participant's convenience, two interviews were held as telephone interviews. Table 4 summarizes information about the interviews. It demonstrates the research approach, the date and time, the duration of the interviews, and finally, the way the interviews were conducted.

Table 4. Information about the Interviews.

Interviewee	Data collection method	Interview date and time	Duration of interview	Interview Software
Interviewee 1	Questionnaire and semi-structured interview	14.3.2022 12:15PM	35 minutes	Zoom
Interviewee 2	Questionnaire and semi-structured interview	21.3.2022 5PM	55 minutes	Zoom
Interviewee 3	Questionnaire and semi-structured interview	30.3.2022 4PM	45 minutes	Zoom
Interviewee 4	Questionnaire and semi-structured interview	15.3.2022 18PM	50 minutes	Telephone
Interviewee 5	Questionnaire and semi-structured interview	31.3.2022 12PM	45 minutes	Zoom
Interviewee 6	Questionnaire and semi-structured interview	22.3.2022 10:15AM	35 minutes	Zoom
Interviewee 7	Questionnaire and semi-structured interview	17.3.2022 2:30PM	30 minutes	Zoom
Interviewee 8	Questionnaire and semi-structured interview	24.3.2022 9AM	35 minutes	Zoom
Interviewee 9	Questionnaire and semi-structured interview	28.3.2022 11:30AM	35 minutes	Zoom
Interviewee 10	Questionnaire and semi-structured interview	22.3.2022 18:30PM	60 minutes	Telephone

To ensure the excellent quality of the interviews, the interviewer created a comfortable environment for the interviews to collect all the potential and in-depth information from the interviewees. One of the main things was to prioritize gaining mutual trust between the interviewer and the interviewee. In this study, trust was earned by contacting the interviewees personally and discussing the details of the interviews beforehand. Moreover, to make all the interviewees to feel comfortable, it was important for the interviewer to acknowledge their feelings and focus on listening to the interviewees closely. Moreover, a quiet and pleasant location and time of the interviews increased the chances of better data quality. (Hancock et al., 2001).

3.6 Data analysis

This chapter provides further information about the data analysis and collecting the two types of data for the analysis. First, the quantitative and qualitative data analyses are provided, and more information about the strategy is presented. Finally, the validity and reliability of the study are discussed.

3.6.1 Quantitative Data Analysis

The questionnaire was sent to the female managers via email before the interviews. All the participants completed the questionnaires in an online form and the answers were sent to the researcher before the interviews. The researcher received nine questionnaire before the interviews, which allowed the researcher to confirm that the participants understood the questions in the same way as they were meant to. This was discovered to be an essential way to ensure the validity and reliability of the data. Nevertheless, the last questionnaire was received after the interview. Moreover, since the questions of both the questionnaire and the interview were designed to complement one another, the participants were able to emphasize their opinions and ideas in their answers during

the interviews. The diagrams, which demonstrate the results of the quantitative part of the study, are provided in the appendices, which support the qualitative data discussion.

The questionnaire consisted of three questions about leadership qualities, leadership style, and participant's ability or willingness to adjust to those leadership qualities and styles. In the first question, the participants chose from a 1 to 5 scale an answer which would apply to them as a female manager—the answer options varied from totally agreeing to disagreeing with the sentence provided. The second question also had a 1-5 scale, which had answer options to choose for the scenarios provided from strongly agreeing to strongly disagreeing. In the final, third question, the participants had the option to choose the leadership style which description would best fit to their idea of their leadership style. To specify, the options were behavioral, contingency, transformational, and transactional leadership.

The quantitative data was analyzed by utilizing Microsoft Excel, where the numerical data was gathered from the questionnaires received from the female managers. Since the amount of data collected from the quantitative part of the study was relatively smaller than the data collected from the qualitative research, it was a natural decision to utilize the quantitative data to support the findings of the main share of qualitative data.

3.6.2 Qualitative Data Analysis

After the in-depth interviews, the qualitative data of the research was transcribed into written form from the recorded audios, which were also translated from Finnish to English when the interviewee was Finnish. Moreover, the notes made by the researcher during the interviews were utilized and extended during the data analysis. Next, the data was cleaned, and all the main aspects of the data were highlighted. Finally, the answers were gathered into separate files and categorized by questions, where the answers from the different interviews got summarized into the same documents for the further data analysis. (Saunders et al., 2016, pp. 416, 572). The interactive nature of the data

collection enabled the recognition of frequent themes and patterns intertwined with the study's existing theoretical background. Therefore, the collected data was re-formulated from the nine interview questions into four themes; leadership qualities and styles, need for adjustment, culture, and achieving success at one's work. More specifically, the themes were chosen to ultimately help the process of answering the research question. (Saunders et al., 2016, p. 579).

In this study, the qualitative data was analyzed in a structured way by utilizing four themes emphasized in the interviews and the existing theoretical part of the study. Later, the data were categorized further into heroic and post-heroic approaches by utilizing the themes to reach the desired findings for the study and ultimately finding an answer to the research question. The further analysis is presented later in the Chapter 4 and 5.

3.6.3 The Strategy of Data Analysis

The data is analyzed by utilizing a general analytic strategy, where first, the female managers' profiles are introduced and identified. Then short descriptions about their leadership profiles are demonstrated, including both qualitative and quantitative data. (Yin, 2009, p.410). Finally, these findings are reflect to existing theories to support and provide findings for the study.

This research utilizes a thematic synthesis, which has been defined by Cruzes et al. (2015), in the following way "A thematic synthesis is a method for identifying, analyzing, and reporting patterns (themes) within data. It organizes and describes the data set in rich detail and interprets various aspects of the research topic. It can be used within different theoretical frameworks, and it can be an essentialist or realist method that reports experience, meanings, and the reality of participants. It can also be a constructionist method, which examines the ways in which events, realities, meanings, experience, and other aspects affect the range of discourses." (Cruzes et al., 2015, p.1637). Moreover, the thematic synthesis helps in the study's aim to analyze the data by comparing

individual cases of the female managers while categorizing the answers in four different themes. More specifically, the four themes of leadership qualities and styles, need for adjustment, cultures, and the success in one's work were repeating patterns in both qualitative and quantitative researches and in the theoretical part of the study. Furthermore, all of these themes are necessary to identify and examine the research question. Finally, the answers are associated with heroic and post-heroic leadership approaches within the four themes.

3.7 The reliability and validity of the study

Research reliability has been defined by Easterby-Smith et al. (2002), explaining that reliability refers to the degree to which the data collection techniques or analysis methods provide coherent findings. Reliability can be measured by identifying the following three questions: 1. Will the selected measures provide equivalent results on other situations? 2. Will other researchers make comparable observations? 3. Can it be logically and transparently explained how the findings were made from the raw data? (Saunders et al., 2016, p.202). In this research the qualitative research provides personal experiences from the female managers work life, which are equivalent for the research topic. The research findings are compared to existing, prior research in the best way possible. However, the limited number of studies from this research perspective limits the reflection to prior studies. Moreover, the source of the findings can be clearly explained and demonstrated in the thesis.

Validity of the study concerns the issue of whether or not the findings are what they seem to be and if the suitable methods are used to examine the particular phenomena (Saunders et al., 2016, p.202). Sometimes, the term generalizability is connected with validity, more specifically, external validity. To specify, it refers to the level of how generalizable the study's results are. For instance, will the results be equally as applicable in other organizations or other job positions? (Saunders et al., 2006, p.204).

To maximize the reliability and validity of this study, it utilizes both qualitative and quantitative research methods. As mentioned earlier in Chapter 3.3, the combination of both methods positively affects the quality of the study. Moreover, external validity is increased by enabling the combination of qualitative and quantitative results for a better generalizability. (Hennink et al., 2020, p. 17; Saunders et al., 2006, p.204). In this specific study, the reliability and validity has increased by allowing all participants to use their mother tongue in the interviews, ensuring that questions were understood correctly by the female managers and by providing direct quotes from the in-depth interviews in the empirical part of the study in Chapter 4.

4 Empirical Part

This chapter provides the data from both quantitative and qualitative methods chosen for this study. The analysis of the questionnaire was completed before the interviews and data in the interviews helped defining the leadership styles and qualities of the interviewees, which are discussed and demonstrated in the first part of this chapter. Next, the discussion is furthered to the need of adjustments and effects of the culture. Finally, the aspects and opinions from the female managers about successful leadership are provided.

As Table 5 demonstrates below, most of the female managers identify their leadership style as transformational, which can be related with the post-heroic approach. The second most common answer was contingency, which can be related to both heroic and post-heroic approaches. In contrast, none of the female managers identified with transactional leadership style, which can be connected to more masculine, heroic leadership. Additionally, the majority of the female managers identified themselves as having a post-heroic leadership approach based on the joint analysis of both qualitative and quantitative data. The predominance of post-heroic leadership of the female managers may be affected by the dominance of feminine cultures, where the female manager were from or in which they worked. In contrast, only one female manager can be considered to have heroic leadership approach and one had qualities of both approaches. Finally, Table 5 summarizes an overview of all the participants leadership style, qualities, and approaches, while also identifying their original sample groups. More specifically, the sample groups consisted of Finnish female managers (S1), Canadian female managers (S2), as well as international female managers from various nationalities, who currently live and work in Finland (S3).

Table 5. Female Managers' Leadership Profiles.

Participant	Leadership style	Leadership qualities	Leadership approach	Sample group
Female manager 1	Behavioral	Being systematic	Heroic	S1
Female manager 2	Contingency	Being empathic and a good listener	Post-heroic	S2
Female manager 3	Transformational	Giving people the benefit of the doubt	Post-heroic	S2
Female manager 4	Transformational	Understanding and managing the bigger picture	Post-heroic	S1
Female manager 5	Transformational and contingency	Steadfast and being persistent	Heroic /Post-heroic	S3
Female manager 6	Transformational	Compassionate	Post-heroic	S3
Female manager 7	Transformational	Communicative	Post-heroic	S1
Female manager 8	Transformational	Getting along with people and being approachable	Post-heroic	S1
Female manager 9	Transformational	Emotional intelligence	Post-heroic	S3
Female manager 10	Behavioral and contingency	Communicative and skill of formulating teams	Post-heroic	S1

Additionally, Table 5 displays the characteristic leadership qualities of the female managers as evidence of the results from both the questionnaires and the interviews. More specifically, the first question of the questionnaire and the fourth question of the interview helped to identify these qualities. The leadership qualities concerning the need for adjustment, culture, and success are discussed next.

4.1 Leadership Qualities and Styles

The leadership profiles aimed to create an overview of the female managers and their characteristics. The following chapter provides evidence for the leadership qualities identified for all female managers in Table 5. Thus, Table 6 below introduces the heroic leadership qualities and styles that the female managers considered to be the most important ones. The unifying factor from the answers was being yourself and emphasizing the strengths you naturally possess. Additionally, the leadership qualities that female managers considered to be important, were being steadfast, assertive, clear, systematic, and goal-oriented.

Table 6. The Most Important Heroic Leadership Qualities and Styles.

Heroic Approach
Female manager 1: <i>"The most important leadership quality that I possess is being systematic. Generally, important leadership qualities are being systematic, methodological, and clear."</i>
Female manager 3: <i>"Being inspiring."</i>
Female manager 4: <i>"My most important leadership quality is being understanding and managing the bigger picture. I try to be myself that is the way I have achieved everything. The most important quality to possess as a successful female manager is being analytical."</i>
Female manager 5: <i>"My most important qualities are being steadfast and persistent."</i>
Female manager 10: <i>"Important leadership qualities are being able to reflect and emphasize the strengths that one naturally possess. You have to be quite tough, know quite a lot, be assertive and speak about your competences and capabilities. It is important to be goal-oriented, demand a lot from oneself. Additionally, being eager to solve problems and develop things."</i>

The Table 7 below introduces the post-heroic leadership qualities and styles that were considered to be important according to the female managers. The most common qualities were good communication, listening, and organizational skills. Moreover, qualities such as, being empathic, compassionate, kind, and supportive. Majority of the female managers' answers were post-heroic. Since most of the female managers identified to be post-heroic leaders, majority of the female managers also possessed more feminine, post heroic qualities.

Table 7. The Most Important Post-Heroic Leadership Qualities and Styles.

Post-heroic Approach
Female manager 2: <i>"The most important leadership quality that I possess is being empathic. Generally, important leadership qualities are being flexible, empathic, having good listening and organizational skills, and seeing the bigger picture. Additionally, it is important to have variability in your style, when you want to be an effective leader."</i>
Female manager 3: <i>"The most important leadership quality that I possess is giving people the benefit of the doubt. More generally, important leadership qualities are kindness, compassion and being a strong mentor."</i>
Female manager 4: <i>"Women tend to be very good in communication in general, but usually you need prioritizing skills in management. Overall, women are very good in organizational skills and to see the bigger picture. I personally like the way women lead, because they tend to take care of things carefully and are very punctual about what has been agreed upon."</i>
Female manager 5: <i>"Important leadership qualities are being humble and kind."</i>
Female manager 6: <i>"My most important quality is being compassionate. Generally, important leadership qualities are compassion, having a plan and then being able to communicate the plan."</i>
Female manager 7: <i>"The most important leadership quality that I possess is being communicative. Generally, having good communication skills and being a good listener. That way, you will get to know other people better. Also, to enable people to learn and to help them to find their inner motivation and being able to support that. Additionally, leading by coaching and being supportive is important."</i>
Female manager 8: <i>"Most important leadership quality that I possess is getting along with people. Generally, important leadership qualities are caring and being genuine."</i>
Female manager 9: <i>"The most important leadership quality that I possess is having emotional intelligence. Generally, important leadership qualities are listening, providing structure, and providing support."</i>
Female manager 10: <i>"The most important leadership quality that I possess is good communication skills."</i>

The female managers suggested that overall, men are more confident than women, especially in the international work environment, and therefore women should be more confident to succeed. Moreover, the participants emphasized that men can be more convincing and more comfortable when taking risks. Few female managers also summarized that, in general, the business world has fewer females, which may cause some negative preconceptions or reactions towards female managers in some countries. Furthermore, the situations where these kinds of negative reactions tend to happen is when the vast majority of management is male. One manager even explains that this is because then you are not the standard. Since people are used to the same kind of management style, culture, and same level of jokes and when it changes, everything is different, and it may cause some friction.

4.2 Need for Adjustment

Next, the research aims to find an answer to whether or not the female managers have had to adjust before or considers it to be necessary to adjust their leadership style or qualities for being successful in their international work environment. This perspective has not been broadly researched, which increases the importance for this study. First, Table 8 demonstrates the answers from the female managers, who agreed that there is a need for adjustments. Then, Table 9 shows the female manager's answer, who disagreed with the need to adjust her work.

Table 8. Answers that agreed that adjustments are needed.

Need for Adjustment to be Successful in Managerial Work Position
Female manager 1: <i>"Yes, there is a need for adjustment. Women need to prepare themselves that they might get treated in a different way. You have to have a good self-confidence and being self-aware. Also, focusing on being professional in all situations is important."</i>
Female manager 2: <i>"It is necessary to have this chameleon like quality. Sometimes females have to adjust to be less aggressive or dominant because it is received by a man, whose culture would not respect aggressive and dominant approach from a woman. Personally, it is more about adjusting my communication. There is cultural differences receiving and responding to communication."</i>
Female manager 4: <i>"Adjusting little things, such as communication can lead to more successful results. An example if I don't know the other people. Then, I try to be more politically correct and appropriate. I also tend to dress more formally. It is quite contextual and person-specific, since every person is an individual and I need to find a way to manage them while considering the common goals and rules."</i>
Female manager 5: <i>"I think you always have to adapt to the context, to who and how you speak. If you have to do something to reduce the costs and to get these investments, then if you back that up with numbers and make the decisions upon the pros and cons, you will automatically be seen as assertive."</i>
Female manager 7: <i>"Yes, in some ways there is a need for adjusting. I have definitely have to adjust my leadership style before. However, it is more about adjusting according to the person rather than a country or their background. For instance, in crisis situations, how individuals react to the shock. Then, I need to adjust my approach according to the individual."</i>
Female manager 10: <i>"Yes, you have to adjust your leadership style according to the country and the prevailing culture. For instance, when working with Asians, if you have to give negative feedback, you have to think carefully, how you are going to do it and who can be present at the time."</i>
Female manager 3: <i>"If it was going to be a barrier for being successful to not adjust, I would have to adjust, for instance, I need to adjust my style to fit my customers. I can change my way of communication, so that the audience is best to receive it. However, I do not want to change my leadership style and I am not changing my authentic self nor the core of my leadership style."</i>
Female manager 6: <i>"I do not want to and I will not change. I do not think anybody should change. Leadership quality no. Only the strategy of your business that can be adjusted but not yourself. Yes. I am not changing myself but I am just learning new skills, so that I can adjust to certain situations."</i>
Female manager 9: <i>"Today, I would not adjust my leadership style that much to be more successful. However, when I was younger, and I did not have a specific management style yet nor the confidence, I had a tendency to mimic the styles around me. There is definitely a pressure to be like others. There is this sense that, it would make things easier, if you do not stand out and if your leadership style is similar to the ones that work with you."</i>

According to the interviews, the most important way of adjusting was within one's communication style or approach. Another important aspect for female managers was to consider their communication style in relation to the culture since in some cultures, it can be perceived negatively if a woman is too aggressive or dominant in the conversation.

However, in situations which require adjusting from the female manager, qualities that were mentioned to be essential for successful manager were for instance, being confident and self-aware, which can be associated with heroic leadership.

Table 9. Answer that suggested that no adjustments are needed in her work.

No Need for Adjustment to be Successful in Managerial Work Position
<p>Female manager 8: <i>"A concrete situation is, when I go to a new place, the behavior and the way I act is different. For instance, if I go visit a new team in India, it is clear that I have to go there with a different approach. I think in my case the Indians need to adjust more, because they work in a European company. I also do not like their way rude and forceful way of communicating. That is why I try to change them more and more."</i></p>

Most, if not all, female managers agreed that they have had to adjust, and they also think it is necessary to adjust in their work to be successful. For some female managers, the adjustments are minor—for instance, the way of communicating or changing the approach according to the individual or the culture. Most female managers were willing to adjust the business strategies, leadership qualities, styles, behavior, and approaches. However, it was clear that they did not want to change themselves or to change the core of their leadership style to be more successful. This finding is supported by the results from the quantitative research presented in Appendix 5, where most of the female managers agreed that they would adjust to be more successful in their work. In contrast, one female manager mentioned that, in her opinion, the team of the other country would need to adjust instead of her in the managerial position. Moreover, one other female manager explained that she had to adjust her leadership style when she was younger and had less experience and confidence. However, she would not adjust her leadership style that much to be more successful today.

4.3 Culture

The following chapter presents the answers from the female managers' interviews concerning culture. However, due to the international nature of the study, culture was considered and emphasized in other questions as well. Nevertheless, it is one of the main aspects of international managerial work. Therefore, these following tables are utilized to demonstrate the answers by simultaneously categorizing them into heroic and post-heroic approaches.

Table 10. More masculine, Heroic Cultures.

Heroic Approach
Female manager 1: <i>" Being prepared is the key, especially when you meet new foreign people. You need to familiarize yourself with the culture beforehand. In Russia, China, and Turkey they treat women differently, for instance not greeting them with a handshake or not acknowledging them."</i>
Female manager 2: <i>"In some international countries, women are not treated with the same level of seriousness or respect than men. The culture of the country affects to the tone in communication."</i>
Female manager 3: <i>"Understanding the local cultures. Cultural differences are for all, not just for women or just for men. Men and women are judged differently, held to a different standard, and regarded completely in a different way. In North America the priorities are in the wrong place and everything is moving too fast."</i>
Female manager 4: <i>" With Germans, setting goals is clearer, since they are punctual, logical, and used to follow rules. In Germany, women still need to prove their proficiency. It is a broader cultural stigma that men earn more than women and women should stay at home with kids. There is not that many female leaders and the age affects almost as much as the gender. In Germany, people are detailed, people are addressed formally, and people are more traditional."</i>
Female manager 5: <i>"Sometimes, men do not have to justify themselves as much as women do. Women have different standards in other cultures, and therefore they need to be tougher. Every country has different styles and nuances in their own language. I have experience of adjusting to a country specific dress-code. International environments are more competitive, for instance, America, there you have to speak up more, defend and argue more and be more vocal. Finland is not that competitive. There is a good work-life balance, low hierarchy, and very casual dressing in Finland."</i>
Female manager 7: <i>"In Russia and Eastern European countries, men are treated like brothers and women are treated with politeness. Internationally, culture and gender affect the recruitment process, due to preconceptions of male subordinates in some countries. Asian cultures have high hierarchy."</i>
Female manager 8: <i>"Internationally women need to prove themselves more. In India, as a woman you need to prove yourself more than men do. Internationally the progress in equality and inclusion is slower. Indians have a need for a leader and have very strong authoritarian leadership style."</i>
Female manager 9: <i>"In China, you need to dress more formally. There is still a lot of stigma of female managers being very strict, which can be perceived as her being bitter. If a man is a strong leader then he is assertive. But if a female leader is very strong, they become bossy. Especially, when a vast majority of the management is male. People are used to the same style, same level of joke, and same culture, everything different causes friction, whether it is age or gender. Finland is a privileged country and the work structure is flat and easier to reach managers. Internationally there is less equality, and In China, there is high hierarchy and a huge distance between management and regular employees."</i>
Female manager 10: <i>"Most of the cultural differences arise in communication. Internationally, traditional business world has less females, there you have to consider your gender more. Being friends with men can be misinterpreted. Women are also not considered to be that intelligent everywhere. In Southern Europe, people need more controlling in the processes to stay in deadlines."</i>

Heroic and more masculine countries also tend to support of being individualistic, which can be shown as being extremely competitive, traditional, and having an authoritarian leadership style. It can be seen, for instance, in need to address people formally, even if one has worked with them for years. The female managers identified these qualities in countries such as China, Russia, India, Turkey, and Germany. In contrast, the cultures on the post-heroic side take other people more into account and are more relational, social, and interactive than in the heroic, more masculine cultures.

Table 11. More Feminine, Post-heroic Cultures.

Post-Heroic Approach
Female manager 1: <i>"In Finland you do not need to think about culture, it comes naturally, similarly in Norway. In Sweden, they have more this discussion culture. In Nordic countries, you do not need to think about being a woman."</i>
Female manager 3: <i>"In Italy and France as well, people are enjoying the small things: family, food, and community. In Europe, people take people in consideration more in business. In Spain, they prioritize having lunch with the family and a nap in the middle of the day, slowing down."</i>
Female manager 4: <i>"In Finland, I tend to just write a message to my team rather than a meeting. I prefer talking with Finns individually. In Finland, I have never felt like anyone would have thought that 'she is a woman'. The emphasis are in competences and the know-how. In Finland, people talk less. In Sweden people discuss more."</i>
Female manager 5: <i>"Finland is not that competitive. In Finland, there is a good work-life balance, low hierarchy, and very casual dressing."</i>
Female manager 6: <i>"Men are more confident and convincing than women. Men take more risks and are also more comfortable taking them. In Indonesia, the culture is more social and compassionate. In Finland, there is this more individual culture. People are also very compassionate, but only to one's own small circle."</i>
Female manager 7: <i>"I have never thought about culture or realized to think about female leadership in Finland. Of course some improvements need to be done in regards to number of CEO's and overall managers in Finland as well. Finland has low hierarchy."</i>
Female manager 8: <i>"In Finland, female managers are in a good position. A lot of conversation about important topics such as equality and inclusion. Finland has a low hierarchy. Finns are always kind and brutally honest."</i>
Female manager 9: <i>"Finland is a privileged country, with having quite much quality in work life. In Finland, the work structure is quite flat. Easier to reach supervisors/managers. Finns are open and honest and addresses the feedback."</i>
Female manager 10: <i>"I have needed to adjust my communication style according to the country context. In the Nordics, the situation is pretty much same than in Finland. Sweden might be even a bit further than Finland. Being a woman in Finland is easier and being friends with men is easier. Finns require more interpretating and are harder to read. However, Finns are hard-working and require less controlling."</i>

Moreover, female managers emphasized the need to acknowledge the cultural codes and nuances. One female manager explained that *“The better you can operate within these lines of cultural codes, the more successful you will be as a female leader in this uncomplete world. If you understand their cultural background, it is more likely that you will end up with the wanted end result.”*

4.4 Successful Leadership

The last theme of the research was to examine successful leadership and what leadership qualities would be required to reach a certain level of success. Moreover, all previous themes are intertwined in this chapter from leadership qualities, the need for adjustment, different cultures, and how all of those are ultimately connected to successful leadership.

The most important heroic leadership qualities demonstrated in the Table 12 were being assertive, tough, straightforward, and clear. Additionally, other important aspects in successful leadership were valuing oneself, making quick decisions, taking risks, and showing your results.

Table 12. The Heroic Answers about Success.

Heroic Approach
Female manager 1: <i>“When desiring to be successful, it is important to remember to value yourself, because if you don’t value yourself, nobody else will either.”</i>
Female manager 3: <i>“To be a successful female manager it is important to have confidence in making quick decisions.”</i>
Female manager 5: <i>“A successful female manager needs to be assertive and very straightforward. It is important to believe in your gut feeling. Then you trust the gut feeling and not hesitating when making decisions. Overall, if you are well prepared and maybe assertive.”</i>
Female manager 6: <i>“For a female, taking risks is very important. Then again, showing your results. Additionally, being ambitious, confident, and having good planning and financial skills are important. Females need more confidence in general but also confidence to talk about money.”</i>
Female manager 8: <i>“To be successful female leader it is important to be a little tough and confident.”</i>
Female manager 9: <i>“As a successful female leader it is important to be able to set direction and to be very clear and structured with the team. The leader translates the strategy of the company into operation.”</i>

Table 13 presents the most important post-heroic leadership qualities in relation to successful leadership, including being yourself, being empathic, and compassionate. Additionally, aspects such as being a facilitator, supporting, and allowing people to try are important in managerial positions. The most common qualities to possess for being successful in managerial position was having a good communication and listening skills.

Table 13. The Post-Heroic Answers about Success.

Post-Heroic Approach
Female manager 2: <i>"I think women are naturally very strong leaders. I think as women, we are maybe too much worried about, how other people perceive us or what they are thinking about us. In some respect that serves us well in the leadership role, because it does help you to adjust your strategy and your style of interacting with people, when you consider their perspective of you as well."</i>
Female manager 3: <i>"To be a successful female manager, allowing people to try, being curious, and listening are the most important skills to possess."</i>
Female manager 4: <i>"Being yourself is important to be successful, that is how I have achieved everything. However, adjusting little things, for instance, in communication can lead to more successful results."</i>
Female manager 6: <i>"For a female, being compassionate and keeping one's own leadership style is important for success."</i>
Female manager 8: <i>"To be successful female leader it is important to have empathy."</i>
Female manager 9: <i>"Important skills to possess are being good listener, being supportive or in supportive role. Being a facilitator and enabler for your team. Additionally, communication skills are essential to be a successful female leader."</i>
Female manager 10: <i>"Communication, women in average are better in communication than men in Finland, which is women's advantage."</i>

5 Discussion and Conclusion

This chapter acknowledges the study's considering existing research and theories. The purpose is to provide an understanding of the research question and identify any new findings. The following chapter is divided into the main four themes, which explain the theoretical implications of the study. Then the managerial implications of the study are identified. Finally, the study's conclusion is presented, including the study's limitations, and proposal for future studies is presented.

5.1 Discussion about Feminine, Post-Heroic Leadership Qualities and Styles

One of the quantitative study's main findings was that majority of the female managers have transformational leadership style, representing the post-heroic approach. Interestingly, none of the female leaders had transactional leadership style, which, in turn, is recognized as a heroic approach. This finding is supported by Škerlavaj (2020), who claims that post-heroic leadership is the new, modern type of leadership. Moreover, another aspect that may affect to the predominance of post-heroic leadership can be the origin of female managers. More specifically, the majority of the female managers were from Finland or the Western countries. Therefore it can be suggested that the similar cultural background may have an effect to the results.

The study's quantitative and qualitative results provided data about the importance of good social and communication skills in the managerial positions. These qualities can be associated with post-heroic leadership, which emphasizes the social and relational skills in leadership (Fletcher, 2004). Moreover, the qualitative data emphasized the importance of being empathic and compassionate, as well as being supportive in the managerial position. All of these aspects are related to post-heroic leadership according to Khan et al. (2021). Additionally, the third question in the questionnaire in Appendix. 5 shows that the majority of the female managers considers to have a more feminine leadership style.

Female managers recognized that an effective leader needed to possess good communication skills. Then she can motivate and organize more efficient teamwork. Moreover, by having emotional intelligence, one can recognize the strengths and potential of their team and then utilize their maximal potential. Additionally, one female manager mentioned that having variability in one's leadership style would be essential to being an effective leader. This finding is supported by Harter and Heuvel (2020), who states that effective leaders have qualities such as responsibility, communication, flexibility, integrity, and sensitivity.

5.2 Discussion about Masculine, Heroic Leadership Qualities and Styles

According to the questionnaires and interviews, the most important heroic and more masculine leadership qualities were to be yourself and emphasize the qualities one naturally possess. This is supported by the Great man theory, which states that leaders are inherent and emphasizing the qualities they naturally possess (Rüzgar, 2019). Moreover, a heroic female manager emphasized the importance of being systematic.

When considering the research data and the prior studies, it can be suggested that female managers are more likely to adopt masculine leadership qualities rather than masculine leadership styles, for instance, transactional leadership or the heroic approach. Since multiple female managers answered in the qualitative research that more masculine, heroic qualities such as being assertive, confident, tough, and ambitious was important. Additionally, qualities such as being goal-oriented, taking risks, being systematic, and being analytical are valuable qualities for a manager. Moreover, the first question of the questionnaire provides evidence about the masculine qualities that the female managers possess, for instance, being independent and making quick decisions in their current managerial position. The interviews support the importance of quick decision-making. However, being independent was not supported or mentioned by the female managers as being a necessary quality for being a successful leader.

5.3 Discussion about Need for Adjustment

The aspect of adjustment is connected to this study due to its relation to successful leadership. According to Richmond et al. (2004), adaptability as an important quality to be successful leader. Another important aspects mentioned by the same research are building relationship, thinking strategically, influencing others, and emphasizing teamwork. Moreover, the leadership qualities such as being empathic and having self-awareness. These aspects mentioned above were also considered to be important according to the female managers. Therefore, it can be suggested that these aspects supported by Richmond et al. (2014) are necessary for all working in a managerial position.

Majority of the female managers agree that there is a need for adjust according to the prevailing situation, culture, or the country context to be more successful in managerial work. The female managers emphasized that they prefer minor adjustments, for instance, in communication, behavior, or approach to the specific individual or situation. Moreover, it was acknowledged that different cultures might not receive the information or communication the same way or communicate the same actions differently. It can be supported by the research done by Brein and David (1971), who state that the difference within the cultures can provide misunderstandings in the communication process. Moreover, they also suggest that the cultural differences may occur in both verbal and non-verbal communication, and therefore it has affects the behavior within the conversation (Brein & David, 1971).

The most common ways of adjusting were the way of communicating, the way of dressing, and how approaching new people. Consequently, the most common situation where the female managers considered it necessary to adjust according to the situation was when meeting new people in a new place. However, many female managers emphasized that they would not be willing to change themselves nor the core of their leadership style to be successful. Additionally, one female manager did not want to

adjust herself since she was more willing to let the team of the other culture change them since they work in a European company.

Some female managers have also suggested that men would not need to adjust or justify themselves as much as women. This statement was a consequence of the experience of a few female managers, who were disregarded, for instance, in a greeting situation, where all men shook hands while excluding the women. Therefore, this finding may suggest that these types of situation are more likely to happen for women than men and therefore cause discomfort for women to approach strongly masculine cultures or countries.

Referring to the previous paragraph, a research conducted by Black et al. (1991) suggests that two types of adjusting. The first is the degree of adjustment, and the second is the adjustment model. Moreover, the mode of adjustment consists of active and reactive adjustment. In active adjustment, one tends to change the environment of the new situation to match one's needs and abilities. In turn, in reactive adjustment, one changes themselves. (Black et al., 1991, p. 299). When reflecting on the answers given by the female managers, it is clear that most female managers utilize reactive adjustment, where they are willing to change or adjust themselves. However, one female manager utilizes the active adjustment, where she aimed to change the environment of the new situation to correspond her needs and abilities.

A few concrete example of the need for adjusting in an international context are giving negative feedback, asking for things, and addressing people correctly. It was also generally acknowledge that the way and the level of adjusting vary between different countries and cultures. Moreover, it was recognized that it is more about person-related and different personalities than gender. Therefore, it may be suggested that men and female managers need to adjust to the exact situations in international environments. However, one female manager mentioned that there is this pressure to be like other

people, and it is easier when one does not stand out and they, in a way, adapt to the prevailing leadership style.

Additionally, another female manager mentioned that *“If a man is a strong leader then he is assertive. But if a female leader comes very strong, they become bossy. Especially, in a place, where a vast majority of the management is heavily male, then you are not the standard. People are used to the same style, to the same level of joke, and same kind of culture. When it differs it causes some friction.”* This statement is supported by Hamerstone & Hough (2013) that women tend to be criticized over being too masculine in their leadership style. However, as prior studies mention, both men and women can possess masculine and feminine leadership qualities and styles. The cultural norms and gender stereotypes can be the reason for these types of reactions.

Interestingly, a couple female managers mentioned that a chameleon-like quality, where one utilizes their skill to observe the environment and other people and then adjust or adapt one’s qualities accordingly, can be beneficial to reach the wanted result. Interestingly, in both heroic and post-heroic environments, the unifying situation where female managers felt as if they would need to adjust their leadership qualities was when visiting a new place and new people. This finding can be supported by the study by Black et al. (1991), in which they found that three main factors within a manager’s skills that are required to be an effective in one’s work. The first two were relation skills and perception skills, which are noted by the female managers. In contrast, one female manager mentioned that she adjusted herself more when she was younger and less experienced in managerial work. In turn, now, she adjusts less. According to the same research, it can be related to the level of confidence and self-efficacy, which is the third skill necessary to be an effective manager internationally. (Black et al., 1991).

5.4 Discussion about Effects of the Culture

The qualitative results emphasized the need for cultural appropriation and understanding of the differences in cultures. However, it was also emphasized by the results of the study that cultural issues and differences need to be considered by both men and women. Thus, some female managers acknowledged that men and women are judged differently, held to different standards, and regarded in different ways. Consequently, there is still a need for women to prove their proficiency more than men. According to the interview answers, the traditional international business environment can still be considered to be male dominant, where women tend to not be treated in the same way as men. Since international work environments are considered more competitive, female managers also suggest that women need to be tougher and more vocal in speaking up and defending themselves in these environments. It was also recognized that internationally, issues such as, equality and inclusion are not reached yet.

A concrete example of this is that there are some countries where the prevailing cultural stigmas expect that females stay at home with kids and let the men be the breadwinners. In the book written by Mundy (2013), she recognizes the historical perception that has lived in societies about not welcoming women to workplaces and, more so, encouraging women to be at home with the children while men being the breadwinners and going off to work. (Mundy, 2013, pp. 26-27). Another example of the difference between more masculine and heroic compared to more feminine, post-heroic cultures are the hierarchies. It was mentioned by a few female managers how the heroic, more masculine countries such as China, India, and Russia emphasize the high hierarchy. Contrarily, in more feminine, post-heroic countries such as Finland, Sweden, and Norway, the low-hierarchy is evident in most workplaces. It can be seen in the physical and mental distances from the line workers to the managerial and board members. One of the female manager told in the interview that, for instance, in China, the offices of the managerial and board members are physically in different buildings

and usually on higher floors than the line workers' workspaces. In turn, for instance, in Finland, the team manager might work in the same open space as the team.

To support the statements about China, a book written by Child and Warner (2003) confirms that having a high hierarchy, traditional, and authoritarian leadership style is characteristic of Chinese culture. (Child & Warner, 2003, pp.25, 192). In contrast, the idea of low hierarchy in the Nordic countries can be confirmed by Nylund (2019). Therefore, a female manager working in highly masculine culture, such as in China could be relatively more challenging than working in more feminine cultures such as in Nordics. Also, the need for adjusting to more masculine leadership styles and qualities could be required.

The countries that were identified as more feminine and post-heroic, such as the Nordic countries, were considered to take other people more into account, to be more relational and interactive but less competitive than heroic countries. Additionally, post-heroic countries were considered to have more conversation about equality and inclusion within the companies. The female managers also mentioned that in Nordics, they do not need to think about their gender since the know-how and competencies determine everything. Therefore, the results of this study suggest that it can be easier for a woman to work in a managerial position in post-heroic, more feminine cultures. However, one female manager also mentioned that Finland has some improvements to be made, for instance, in the number of CEOs and the number of overall managers in Finland. The previously mentioned research by Nylund (2019) states that the Nordic countries value directness, collectivism, and gender equality in addition to low hierarchy. Some of these aspects were also mentioned by the female managers.

One of the key findings from the interviews was that the vast majority of the participants had experienced a situation where they had to adjust to the prevailing culture of the country. In terms of cultural differences, it was mentioned by a female manager that they mostly emerge within the communication. Consequently, most female managers

emphasized the need to adjust their communication style, for instance, when giving feedback and their approach when interacting with people from other cultures.

Since it is necessary to also understand that the difference in cultures may affect how people receive or respond to one's communication, the conversation might need some additional nuances in the language for both sides to understand the message in the same way. Therefore, it is essential to try to sense what the other person means and tries to say, especially when these aspects differ within the cultures. However, the need to adjust the way of communicating can be required by both men and women in international work environment.

Female managers agreed that different cultural nuances must be considered while even heightening one's sensitivity towards the other culture when working in an international environment to be respectful towards the culture. However, the female managers also recognized that there are also differences between the countries and cultures. For instance, the Nordic countries were considered to have a similar situation to Finland, and that one does not need to think about their gender. In turn, countries such as China, Turkey, Russia, Germany, and India, it was confirmed that in those countries, a woman needs to prove themselves more when compared to men. In contrast, the behavior towards women varies quite significantly from the behavior expressed toward men.

When considering the female manager's culture and its effects on the study, it was surprising to discover that there was no clear connection between the answers of the female managers within the same sample groups. However, it supports the claim received from the female managers' interviews that the way the female managers approach someone is individual, and the ways vary between individuals and the country context. Furthermore, a study conducted by Sczesny et al. (2004) supports the finding that there can be cultural variations between leadership styles, and how women approach leadership can be less traditional compared to how men approach and view leadership (Sczesny et al. 2004).

5.5 Discussion about Being a Successful Female Manager

According to the female managers, heroic leadership qualities that were associated with successful management were being confident and also having confidence in making quick decisions and taking risks. Other qualities mentioned were being tough, straightforward, and being structured. On the contrary, the most important post-heroic qualities to possess to be successful are having good listening and communication skills, as well as being supportive. Previous research Hamerstone and Hough (2013), Taleghani et al. (2010), MacCrimmon and Wehrung (1990) support these findings. Interestingly, having good listening skills has not been emphasized in prior studies as being successful quality for leadership. Therefore, it can be suggested that the new, modern way of leading by utilizing the post-heroic leadership style that emphasize the social and relational skills may increase the importance of similar qualities in successful leadership in the future years. In contrast, due to the current state of the male-dominant business world in managerial positions, it can be suggested to be the reason behind having more masculine and heroic qualities considered to be necessary for successful leadership.

Female managers considered that being successful in one's work requires being themselves, acknowledging specific cultural codes or nuances, and being able to handle situations when they are treated differently due to their gender. Therefore, qualities that the female managers considered important are adjusting one's communication, understanding other peoples' cultural backgrounds, and determining the other person's personality and style. For instance, if they are super sensitive, how could one adjust their way of communicating, to reach the most successful result. It can be supported by Hersey (1997), who claims that being able to adapt one's behavior to coping with different situations indicates being a successful leader. Moreover, Black et al. (1991) research confirm three important individual skills necessary to be effective in cross-cultural setting. These three skills are self-efficacy, relation skills, and perception skills. (Black et al., 1991).

As a result, this study confirms that having both feminine (post-heroic) and masculine (heroic) qualities are beneficial for successful leadership. Moreover, prior research conducted by Hamerstone and Hough (2013) can support this finding by claiming that the superiority of having both agentic (heroic) and communal (post-heroic) leadership qualities can lead to more successful results. However, it still requires successful outcomes from the organization as well. Likierman (2009) promotes the idea of supporting the successful qualities of the leader with the successful outcome of the organization and a relevant peer group.

5.6 Managerial Implications

As female manager needs to consider aspects such as adjusting leadership qualities and styles according to the prevailing country and the culture to be successful in managerial work. More specifically, it requires focus on way of communicating and way of approaching people in different cultures. However, as mentioned earlier, cultural aspects should be considered by all managers.

If a female manager wants to be successful they shall have flexibility in one's leadership style and leadership qualities such as being goal-oriented, systematic, and comfortable in taking risks. Additionally, more personal qualities such as emotional intelligence, being supportive and empathic were important from the post-heroic perspective. Moreover, the important heroic qualities were being assertive, confident, and ambitious. Finally, in heroic and competitive environments it is necessary for female managers to be tough, defending oneself and speaking up to be successful leaders. These leadership qualities and styles discussed in this study can be utilized in more feminine, post-heroic cultures. This research may provide useful information for female manager around the world. More specifically, female managers in Western countries may gain some useful information about leadership style, qualities, and the need for adjustment.

Finally, a female manager needs to consider and prepare to face different cultures, stigmas, and ways of operating in the international work environments. Still today, there are countries and cultures where the strong traditional and historical nuances that may affect greatly on how female managers are approached and treated. It is also necessary to identify that adjusting is necessary. However, changing oneself or the core of one's leadership is not supported. The main findings of this study relate to the idea of adjusting the minor aspects in one's leadership styles and qualities to reach the best results. Furthermore, especially in the international work, respecting and considering cultural nuances is critical to ensure successful leadership.

5.7 Conclusion

Currently, the managerial positions in the business world globally are dominated by men. However, there are suggestions about a shift in leadership qualities and approach in the future towards more feminine and post-heroic approach. Therefore, there is an increase in the focus and interest of female leadership.

The study emphasizes that both men and women can possess feminine and masculine leadership qualities and utilize heroic or post-heroic leadership approaches. However, it was acknowledged that female managers could be more prone to have both feminine and masculine qualities when compared to male managers. The study's findings explain that an efficient way of expressing successful leadership qualities in managerial work is through good communication and listening skills, which are related to post-heroic qualities. More specific, successful post-heroic leadership qualities found in the research were emotional intelligence, empathy, and general people skills. Additionally, essential heroic qualities were being confident when taking risks, making decisions, setting direction, and being analytical. Additionally, heroic qualities such as being assertive, straightforward, tough, and ambitious were considered to be important.

However, this research and prior research support the finding that these qualities cannot be generalized to be successful in all cultures. Some qualities may facilitate more successful management in some countries than others. Therefore, the importance of self-efficacy, perception, and relation skills is emphasized in the international work environments. Moreover, the study recognizes that cultural differences and issues affect and concern both men and women.

The focus of the research is to identify aspects that explain how and when leadership qualities are adjusted. The most potential environments, where female manager's need to adjust are new situations, where the female manager meets new people, possibly in a new place require sensitivity towards the culture, preparation, and knowledge about the culture, which can be gained from education or from personal experiences. Furthermore, the findings expressed that these situations require a willingness to adapt according to the situation, individual, or culture to create successful results.

5.8 Limitations of the study

This study has potential limitation in the sample, which consisted of ten participants, which affects to the generalization of the results. However, the main data was collected through qualitative research, which emphasizes the in-depth data over the quantity of data. Moreover, the participants were from five different nationalities. Therefore, a broad variation of cultures is excluded from this study. Additionally, most of the female managers identified to have post-heroic leadership. Therefore, it can be stated that the research failed to reach culturally more equally distributed sample, which affects to the results of the study. Thus, the findings of the study can be more relevant to feminine country and cultural context.

Due to the global pandemic, the one-on-one interviews were conducted through Zoom and telephone. This may have caused a bias in the data collected from the interviews. Moreover, if the in-depth interviews could have been conducted in a face-to-face scenario, the quality and amount of data could have been increased. Furthermore, after analyzing the data from the questionnaires, it may be suggested that the quantitative research could have been more profound and extensive, which would have increased the possibilities of utilizing and supporting the qualitative data. An online survey could have been utilized, where additional questions could have been integrated and more specific data could have been collected.

Even though, the research topic of female leadership has prior studies. However, some aspects for instance the successful leadership, the need of adjustment in leadership and researches from this specific perspective have only limited existing literature. Therefore, there is a need for further studies. More specifically, there is a shortage of academic theses in relation to this research topic in university level, which could have been utilized as a support for this thesis.

5.9 Proposal for Future Research

This research proves that there is a lack of research in the topic of female leadership from this perspective. To specify, this study proves that there is constant increasement in knowledge and in competence amongst women in management. Today, the need and proficiency for women in leadership should be accepted. Therefore, future studies should focus on how the post-heroic leadership approach will affect to the current state of the business world. Moreover, how especially male-dominant organizations and fields will be affected by this shift. Furthermore, it would be interesting to know does the support and educational employee development have more post-heroic aspects in the development plans for the managers in the future, including, for instance, the development of utilizing social and relational skills more efficiently in managerial work.

Culture has been broadly studied over the decades. However, a further study is suggested on examining the modern, post-heroic leadership in the international work environment. Simultaneously, considering the effects of the increasing number of women in the higher-managerial positions, as suggested in this research. Furthermore, how that affects leadership styles, especially in the masculine cultures. Moreover, the study could be conducted as a quantitative study, which would provide more generalizable results and reach more diverse group of people in relation to geographical distance and cultural differences.

Finally, this research could be developed further to discover both heroic and post-heroic approaches and more equally examine masculine and feminine leadership styles and qualities by utilizing the quantitative research method. For instance, an extensive online survey could enable more diverse answers and accurate findings about both approaches. In contrast, this research could be specified into one particular country or culture and examine it in detail. It could provide more in-depth answers to utilize in organizations in that country.

References

Allison & Goethals, G. R. (2020). *The Heroic Leadership Imperative*. Emerald Publishing Limited. <https://ebookcentral-proquest-com.proxy.uwasa.fi/lib/tritonia-ebooks/reader.action?docID=6252598>

Barraza Vargas, C. (2019). Women in Command: The Impact of Female Leadership on International Organisations. *Global Society*, 33(4), 541-564. <https://doi.org/10.1080/13600826.2019.1642858>

Bass, B. M., & Avolio, B. J. (1990). Developing transformational leadership: 1992 and beyond. *Journal of European industrial training*. 21-27. <https://doi.org/10.1108/03090599010135122>

Black, J. S., Mendenhall, M., & Oddou, G. (1991). Toward a comprehensive model of international adjustment: An integration of multiple theoretical perspectives. *Academy of management review*, 16(2), 291-317. <https://www.jstor.org/stable/258863>

Brein, M., & David, K. H. (1971). Intercultural communication and the adjustment of the Sojourner. *Psychological Bulletin*, 76(3), 215-230. <https://www.michaelbrein.com/media/Intercultural-Communication-and-the-Adjustment-of-the-Sojourner.pdf>

Burke, S., & Collins, K. M. (2001). Gender differences in leadership styles and management skills. *Women in management review*, 16(5), 244-256. <https://www.emerald.com/insight/content/doi/10.1108/09649420110395728/full/pdf?title=gender-differences-in-leadership-styles-and-management-skills>

Chapman, J. B. (1975). Comparison of male and female leadership styles. *Academy of Management Journal*, 18(3), p.645-650. <https://www.jstor.org/stable/255695>

Child, J., & Warner, M. (Eds.). (2003). *Culture and management in China*. Routledge, Taylor & Francis Group.

Chow, T. W., Salleh, L. M., & Ismail, I. A. (2017). Lessons from the major leadership theories in comparison to the competency theory for leadership practice. *Journal of Business and Social Review in Emerging Economies*, 3(2), 147-156. *Chicago*. <https://doi.org/10.26710/jbsee.v3i2.86>

Cohen, W. A. (2010). *Heroic leadership: Leading with integrity and honor*. John Wiley & Sons.

Cruzes, D. S., Dybå, T., Runeson, P., & Höst, M. (2015). Case studies synthesis: a thematic, cross-case, and narrative synthesis worked example. *Empirical Software Engineering*, 20(6), 1634-1665. <http://dx.doi.org/10.1007/s10664-014-9326-8>

Dewan, T., & Myatt, D. P. (2008). The qualities of leadership: Direction, communication, and obfuscation. *American Political science review*, 102(3), 351-368. [doi:10.1017/S0003055408080234](https://doi.org/10.1017/S0003055408080234)

Eagly, A. H. (2003). The rise of female leaders. *Zeitschrift für Sozialpsychologie*, 34(3), 123- 132. <https://doi.org/10.1024/0044-3514.34.3.123>

Eagly, A. H. (2007). Female leadership advantage and disadvantage: Resolving the contradictions. *Psychology of women quarterly*, 31(1), 1-12.

Early, G. (2017). A short history of leadership theories. <http://213.55.90.4/admin/home/Dmu%20Academic%20Resource/Health%20Science/adult%20health%20nursing/Article%202.pdf>

Finch, F. E. (1977). Collaborative leadership in work settings. *The Journal of Applied Behavioral Science*, 13(3), 292-302. <https://doi.org/10.1177/002188637701300305>

Fletcher, J. K. (2004). The paradox of postheroic leadership: An essay on gender, power, and transformational change. *The leadership quarterly*, 15(5), 647-661.

Gartzia, L., & Van Engen, M. (2012). Are (male) leaders “feminine” enough? Gendered traits of identity as mediators of sex differences in leadership styles. *Gender in Management: An International Journal*, 27(59), 296-314.

DOI 10.1108/17542411211252624

Haile, S., Emmanuel, T., & Dzathor, A. (2016). BARRIERS AND CHALLENGES CONFRONTING WOMEN FOR LEADERSHIP AND MANAGEMENT POSITIONS: REVIEW AND ANALYSIS. *International Journal of Business & Public Administration*, 13(1), 36-51. <https://web.p.ebscohost.com/ehost/pdfviewer/pdfviewer?vid=1&sid=dcc88b27-8f0b-4fa1-8d9a-41fb806b81b5%40redis>

Hamdan, D. D., & Bin, J. (2020). Theory and Evidence on the Relationship between Leadership Style and Organizational Performance: A Case in Small Medium Enterprises in East Malaysia. *International Business Research*, 13(7), 265-283.

<https://doi.org/10.5539/ibr.v13n7p265>

Hamerstone, J., & Hough, L. M. (2013). *A woman's framework for a successful career and life*. New York: Palgrave Macmillan.

Hancock, B., Ockleford, E., & Windridge, K. (2001). An introduction to qualitative research. *London: Trent focus group*, 4-39.

Harter, N. W., & Heuvel, S. M. (2020). New Perspectives on Heroic/Post-Heroic Leadership and on Heroic Followership. *International Leadership Journal*, 12(1), 8-25.

<http://internationalleadershipjournal.com/wp-content/uploads/2020/02/Winter-2020-Vol12-No1.pdf#page=9>

Hassan, H., Asad, S., & Hoshino, Y. (2016). Determinants of Leadership Style in Big Five Personality Dimension. *Universal Journal of Management*, 4(4), 161-179. DOI: 10.13189/ujm.2016.040402

Hennink, M., Hutter, I., & Bailey, A. (2020). *Qualitative research methods*. Sage.

Hofstede, G. (2011). Dimensionalizing cultures: The Hofstede model in context. *Online readings in psychology and culture*, 2(1), 1-26. <https://doi.org/10.9707/2307-0919.1014>

Holden, K. E., & Raffo, D. M. (2014). A potential generation gap: Perspectives on female leadership. *Gender in Management: An International Journal*, 29(7), 419-431. DOI 10.1108/GM-11-2013-0132

Hunt, T., & Fedynich, L. (2019). Leadership: Past, present, and future: An evolution of an idea. *Journal of Arts and Humanities*, 8(2), 20-26. DOI: <http://dx.doi.org/10.18533/journal.v8i2.1582>

Jawinski, P., Markett, S., Sander, C., Huang, J., Ulke, C., Hegerl, U., & Hensch, T. (2021). The Big Five Personality Traits and Brain Arousal in the Resting State. *Brain sciences*, 11(10), 1-16. <https://doi.org/10.3390/brainsci11101272>

Kedia, B. L., Nordtvedt, R., & Pérez, L. M. (2002). International business strategies, decision-making theories, and leadership styles: an integrated framework. *Competitiveness Review: An International Business Journal*, 12(1), 38-52. <https://doi.org/10.1108/eb046433>

- Khan, I. U., & Nawaz, A. (2016). A comparative analysis of leadership theories: a review. *Gomal University Journal of Research*, 32(2), 20-31.
<https://core.ac.uk/download/pdf/234696192.pdf>
- Khan, M. H., Williams, J., Williams, P., & French, E. (2021). Post-heroic heroism: Embedded masculinities in media framing of Australian business leadership. *Sage*, 18(2), 298-327. DOI: 10.1177/17427150211049600
- Khan, N. (2017). Adaptive or transactional leadership in current higher education: A brief comparison. *International Review of Research in Open and Distributed Learning*, 18(3), 1-6. <https://doi.org/10.19173/irrodl.v18i3.3294>
- Kirimi, D., Barine, M., Minja, D., & Barine, K. A. (2010). *Transformational corporate leadership*. Andrews UK Ltd. <https://ebookcentral-proquest-com.proxy.uwasa.fi/lib/tritonia-ebooks/detail.action?docID=879523#>
- Likierman, A. (2009). Successful leadership—how would you know?. *Business Strategy Review*, 20(1), 44-49. <https://onlinelibrary.wiley.com/doi/pdf/10.1111/j.1467-8616.2009.00579.x>
- Lopez-Perry, C. (2020). Transformational leadership and the big five personality traits of counselor educators. *Journal of Counselor Leadership and Advocacy*, 7(2), 132-146. <https://doi.org/10.1080/2326716X.2020.1820406>
- Lowhorn, G. L. (2007). Qualitative and quantitative research: How to choose the best design. *In Academic Business World International Conference*.
https://www.researchgate.net/profile/Greg-Lowhorn/publication/256053334_Qualitative_and_Quantitative_Research_How_to_Choose_the_Best_Design/links/00b49535dd2e29435f000000/Qualitative-and-Quantitative-Research-How-to-Choose-the-Best-Design.pdf

MacCrimmon, K. R., & Wehrung, D. A. (1990). Characteristics of risk taking executives. *Management science*, 36(4), 422-435.

<https://www.jstor.org/stable/2632007>

Maloş, R. (2012). The most important leadership theories. *Annals of Eftimie Murgu University Resita, Fascicle II, Economic Studies*. 413-420.

<https://web.p.ebscohost.com/ehost/pdfviewer/pdfviewer?vid=0&sid=dfe848f2-92fe-4617-ab3b-698bef067e40%40redis>

<https://web.s.ebscohost.com/ehost/pdfviewer/pdfviewer?vid=0&sid=2baf6195-20a7-4943-8ee3-847fc2b6fb66%40redis/>

Marcus, A., & Gould, E. W. (2000). Crosscurrents: cultural dimensions and global Web user-interface design. *Portal the ACM Digital Library*, 7(4), 32-46.

https://dl.acm.org/doi/fullHtml/10.1145/345190.345238?casa_token=qIQc9zWn6rQA AAAA:UctWWzXQhNn21CujFIDTR9d-rOFXT8dQYUg9fZkWr2WktFkqbeNDgy-4e0puF_P9MyA_0b0R1atd

Merchant, K. (2012). How men and women differ: Gender differences in communication styles, *Influence tactics, and leadership styles*. 2-56.

http://scholarship.claremont.edu/cmc_theses/513

Mhlanga, O. (2019). Identification of personality traits affecting entrepreneurial performance in the hospitality subsector: A five-factor personality model. *Acta Commercii*, 19(2), 1-9. doi:<https://doi.org/10.4102/ac.v19i2.651>

Miranda, S. R. (2019). Preferred leadership styles by gender. *Journal of Management Development*, 38(7), 604-615. DOI 10.1108/JMD-01-2019-0034

Morrison, A. M., & von Glinow, M. A. (1990). Women and minorities in management. *American Psychologist*, 45(2), 200-208. <https://doi.org/10.1037/0003-066X.45.2.200>

Muczyk, J. P., & Reimann, B. C. (1987). The case for directive leadership. *The Academy of Management Executive*, 1(3), 301-311.

<http://dx.doi.org/10.5465/ame.1987.4275646>

Mundy, L. (2013). *The richer sex: How the new majority of female breadwinners is transforming our culture*. Simon and Schuster.

Northouse, P. G. (2010). *Leadership: Theory and practice*. Sage publications.

Chicago.[https://books.google.fi/books?id=BiqT_CZbBegC&printsec=frontcover&dq=Northouse,+P.+G.+\(2010\).+Leadership:+Theory+and+practice&hl=en&sa=X&redir_esc=y#v=onepage&q=intelligence&f=false](https://books.google.fi/books?id=BiqT_CZbBegC&printsec=frontcover&dq=Northouse,+P.+G.+(2010).+Leadership:+Theory+and+practice&hl=en&sa=X&redir_esc=y#v=onepage&q=intelligence&f=false)

Nylund, A. (2019). Introduction to Children's Constitutional Rights in the Nordic Countries. In *Children's Constitutional Rights in the Nordic Countries*, 3-18.

https://library.oapen.org/bitstream/handle/20.500.12657/38052/9789004382817_weready_content_text.pdf?sequence=1&page=200#page=18

Odumeru, J. A., & Ogbonna, I. G. (2013). Transformational vs. transactional leadership theories: Evidence in literature. *International review of management and business research*, 2(2), 355-361.

<http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.681.7768&rep=rep1&type=pdf>

Queirós, A., Faria, D., & Almeida, F. (2017). Strengths and limitations of qualitative and quantitative research methods. *European journal of education studies*, 3(9), 369-387.

doi: 10.5281/zenodo.887089

- Richmond, S. L., Rollin, P. F., & Brown, J. M. (2004). What makes a successful leader. *People*, 56(51), 1-41. <http://ideashape.com/wp-content/uploads/2012/06/what-makes-a-successful-leader-report2.pdf>
- Robertson, D. (2017). A theological perspective on heroic leadership in the context of followership and servant leadership. *Heroism Science*, 2(1), 1-16.
DOI:10.26736/hs.2017.01.03
- Rüzgar, N. (2019). Leadership traits of Suleiman the Magnificent, in terms of “great man” theory. *Journal of Ottoman Legacy Studies*, 6(15), 317-327.
<http://dx.doi.org/10.17822/omad.2019.128>
- Sadinovna, B. L. (2021). The Role of Females in Leadership and Their Impacts on Workplaces. *Web of Scientist: International Scientific Research Journal*, 2(10), 5-10.
<https://doi.org/10.17605/OSF.IO/RCNSQ>
- Saunders, M., Lewis, P., & Thornhill, A. (2016). *Research methods for business students*. 7th Edition. Prentice Hall.
- Schein, V. E. (2001). A global look at psychological barriers to women's progress in management. *Journal of Social Issues*, 57(4), 675-688.
https://www.researchgate.net/profile/Virginia-Schein/publication/227680882_A_Global_Look_at_Psychological_Barriers_to_Women's_Progress_in_Management/links/5aba5d53aca2728f4fa3d29c/A-Global-Look-at-Psychological-Barriers-to-Womens-Progress-in-Management.pdf
- Szczygalski, S., Bosak, J., Neff, D. & Schyns B. (2004). Gender Stereotypes and the Attribution of Leadership Traits: A Cross-Cultural Comparison. *Springer* (51), 642–644
<https://doi-org.proxy.uwasa.fi/10.1007/s11199-004-0715-0>

Silva, A. (2016). What is leadership? *Journal of Business Studies Quarterly*, 8(1), 1-5.
<https://www.proquest.com/docview/1831706711/fulltextPDF/7917EDB772F041E2PQ/1?accountid=14242>

Škerlavaj, M. (2020). New normal, new leaders? Time for resilience and post-heroic leadership. *The virus aftermath: A socio-economic twist*. 347-362.
https://www.researchgate.net/profile/Miha-Skerlavaj/publication/346017093_New_normal_new_leaders_Time_for_resilience_and_post-heroic_leadership/links/5fc9ea3992851c00f84ce0f0/New-normal-new-leaders-Time-for-resilience-and-post-heroic-leadership.pdf
 Stets, J. E., & Burke, P. J. (2000). Femininity/masculinity. *Encyclopedia of sociology*, 1-21. <https://hmmcollege.ac.in/uploads/00b.pdf>

Swaroop, K. R., & Prasad, N. G. A. (2013). ARE LEADERS BORN OR MADE?. *Asia Pacific Journal of Marketing & Management Review*, 2(8), 35-40.
<https://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.1045.9595&rep=rep1&type=pdf>

Taleghani, G., Salmani, D., & Taatian, A. (2010). Survey of leadership styles in different cultures. *Iranian Journal of management studies*, 3(3), 91-111.
https://ijms.ut.ac.ir/article_21803_b85351550b97358e4a5de202b50ffa4a.pdf

Uslu, O. (2019). A general overview to leadership theories from a critical perspective. *Marketing and Management of Innovations*,(1), 161-172.
<http://doi.org/10.21272/mmi.2019.1-13>

Waters, R. D. (2013). The role of stewardship in leadership: Applying the contingency theory of leadership to relationship cultivation practices of public relations practitioners. *Journal of Communication Management*, 17(4), 324-340.
[doi:http://dx.doi.org/10.1108/JCOM-05-2012-0041](http://dx.doi.org/10.1108/JCOM-05-2012-0041)

Welch, C., Piekkari, R., Plakoyiannaki, E., & Paavilainen-Mäntymäki, E. (2011). Theorising from case studies: Towards a pluralist future for international business research. *Journal of International Business Studies*, 42(5), 740-762.
doi:10.1057/jibs.2010.55

Yin, R. K. (2002). *Case study research: Design and methods*. Third Edition (Vol. 5). Sage.
<https://1lib.sk/ireader/894562>

Yin, R. K. (2009). *Case study research: Design and methods*. Fourth Edition (Vol. 5). Sage.

Zaccaro, S. J., Kemp, C., & Bader, P. (2004). Leader traits and attributes. 101-124.
https://us.corwin.com/sites/default/files/upm-binaries/5014_Antonakis_Chapter_5.pdf

Appendices

Appendix 1. Cover letter

I am Heidi Runsas, a 24-year-old, Master's degree student from University of Vaasa. I am currently conducting a research about Female leadership for my Master's thesis. More specifically, the study is about leadership qualities that are needed in an international work environment. Therefore, my aim is to interview female managers who have international work experience and are keen about the topic.

I am going to utilize both qualitative and quantitative methods in my case study. First, I hope that the interviewee would fill a questionnaire about her leadership qualities, which then, we can discuss upon during the interview, in addition to the interview questions. The interviews will take approximately **1 hour** and they will be conducted in an online setting via Zoom.

Based on the interviews, I will analyze the data and reflect it to the relevant theory to provide valuable new information and possibly new findings for the research topic area. The primary data received from the questionnaire and interview will be used for my master's thesis, while the data will be utilized completely anonymously in the thesis.

Thank you for your consideration!

Best Regards,

Heidi Runsas
Master's Student
University of Vaasa

Appendix 2. Questionnaire about Female Leadership

Basic Information of the Participant

Name:

Nationality:

Job role:

International job experience:

1. Please choose from a scale of 1 to 5 whether the following sentences apply to yourself as a female manager.

1=That is exactly what I think 2= Sometimes 3= Neutral 4=Rarely 5= No, that is not me

I consider team leading as my strength

I find myself considering other people's opinions in decision making

I consider myself as an independent person

I think being successful is important in life

I am in my comfort zone when taking risks

I prioritize team spirit at my work

I believe that strong interpersonal skills are important in managerial work

I am able to make quick decisions at work

I am willing to make changes only after consulting others

2. Please choose from a scale of 1 to 5 to answer the following scenarios.

1= Strongly agree 2= Agree 3= Neutral 4= Disagree 5=Strongly disagree

If you work in a managerial position in a country, where leadership style is characterized by assertiveness, goal-orientation, risk taking, punctuality, independence, confidence, and competitiveness. Would you adjust your personal leadership style to fit the prevalent leadership style in the latter country context?

If you work in a managerial position in a country, where leadership style is characterized by cooperativeness, empowerment, having good mentoring skills, communicativeness, supportiveness, and compassion. Would you adjust your personal leadership style to fit the prevalent leadership style in the latter country context?

If adjusting your leadership style would be necessary to fit the prevalent leadership style in the latter country context. Would you adjust your personal leadership style in order for you to be more successful in your work?

3. Please choose the leadership style that is closest to your own leading style.

Behavioral: The behavior and actions of the leader determines her level of effectiveness. Aspects that a behavioral leader considers are task or job orientation as well as employee and relationship orientation. According to this theory team management is the most efficient way of leading. (Uslu, 2019, p.163).

Contingency: Leader's aim to pair themselves into suitable situations where they consider to be effective. In Contingency theory, the leader can either be task-motivated, in which the leader is usually goal-oriented, in turn, relationship-oriented leaders prioritize long-term relationships with both individuals and organizations. (Waters, 2013, p. 326).

Transformational: Leader aims to make valuable and positive changes in followers by her influence to attract motivation and finally increase the performance level. Transformational leader focuses on transforming other people to help one another. (Kiriti et al., 2010).

Transactional: Having clear rules of authority, following commands, and ideology of employees doing what their boss tells them to do is characteristic for transactional leadership. (Hammerstone & Hough, 2013, p.108). Focus on detail to get specific tasks done, with a strict monitoring of work. (Odumeru & Ogbonna, 2013, p.358).

Appendix 3. Research Ethics and Interview Questions

Research Ethics

The researcher assures that all participants will be respected and their comfort will be considered during the research. Additionally, the researcher will collaborate with the participants with respect, by addressing them professionally and with good manners. The participants attend to the research voluntarily with sufficient information about the study. Moreover, the participants have the right to refuse or cancel participation at any point of the study.

The overall aim for the researcher is to maximize the benefits of the research and to minimize all potential risks that may affect participants. Additionally, the researcher guarantees that the research will be conducted in a fair manner, while the data collected during the questionnaire and the interviews will be protected and the identity of the participants will be guaranteed and any personal information for instance, their name or age will not be discussed nor identified in the data analysis or in the thesis. The data will be protected from outsiders during the handling, collecting, and analyzing processes. The data will be used solely to the single study.

Interviewee Background

The researcher desires to achieve an authorization to display the following information about the participants: work position, for the purpose of handling the data more efficiently. The authorization to display the nationality of participants will bring validity to the study and enable the generalization of the research findings. The permission for recording the interview will give the researcher an opportunity to maximize the data collection.

- May the term 'manager' be used when describing your work status?
- May your current work position be identified in the research?
- May your nationality be identified in this research?
- May the interview be recorded to maximize the collection of data?

Appendix 4. Interview Questions

Questionnaire and Background Information about the Participants

1. Could you tell about your professional background and describe yourself as a leader?
2. In which country or culture context did you have the opportunity to lead teams or individuals?
3. By which adjectives would you describe yourself as a leader?
 - a. Why specifically those adjectives?

Open discussion about the questionnaire results

Would you like to comment your answers in the questionnaire in some way?

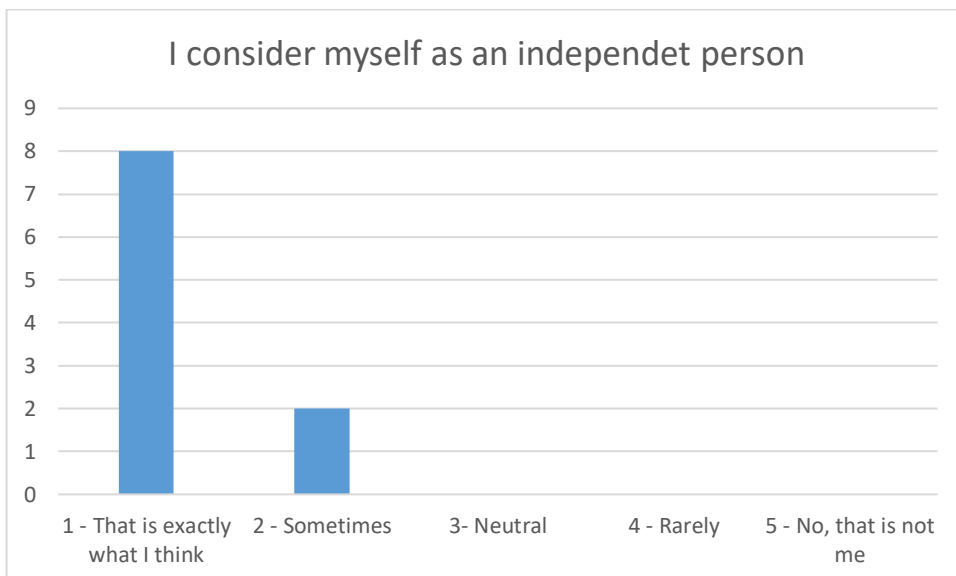
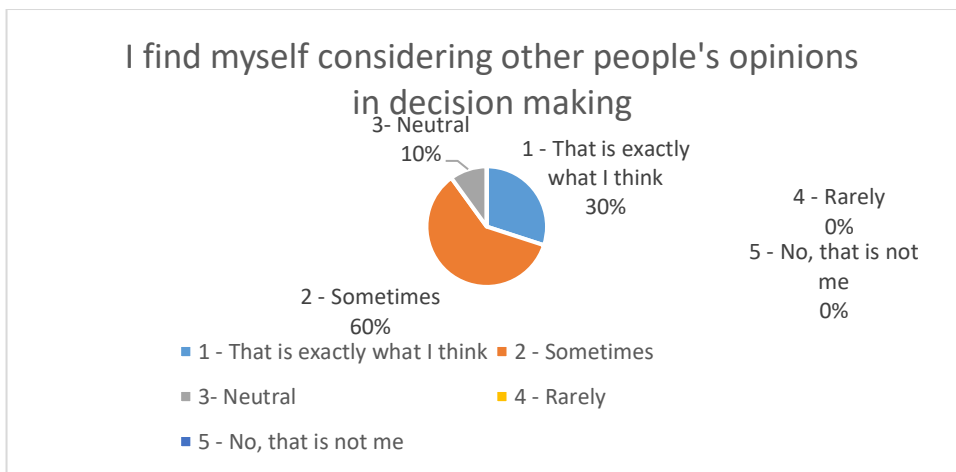
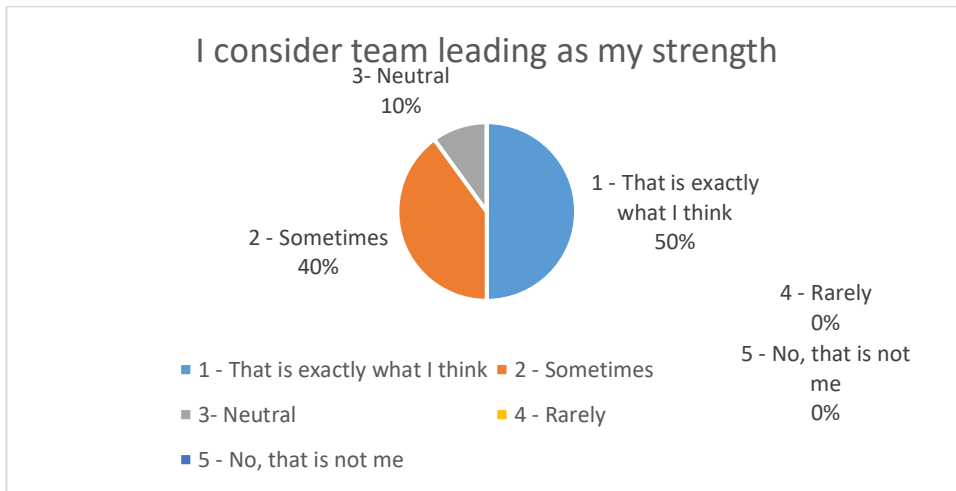
Why did you mark the answers in such way?

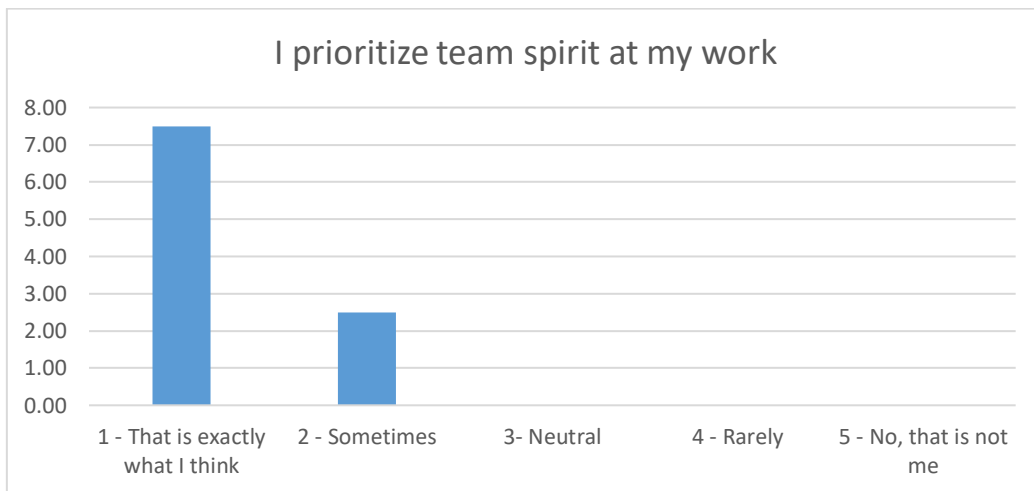
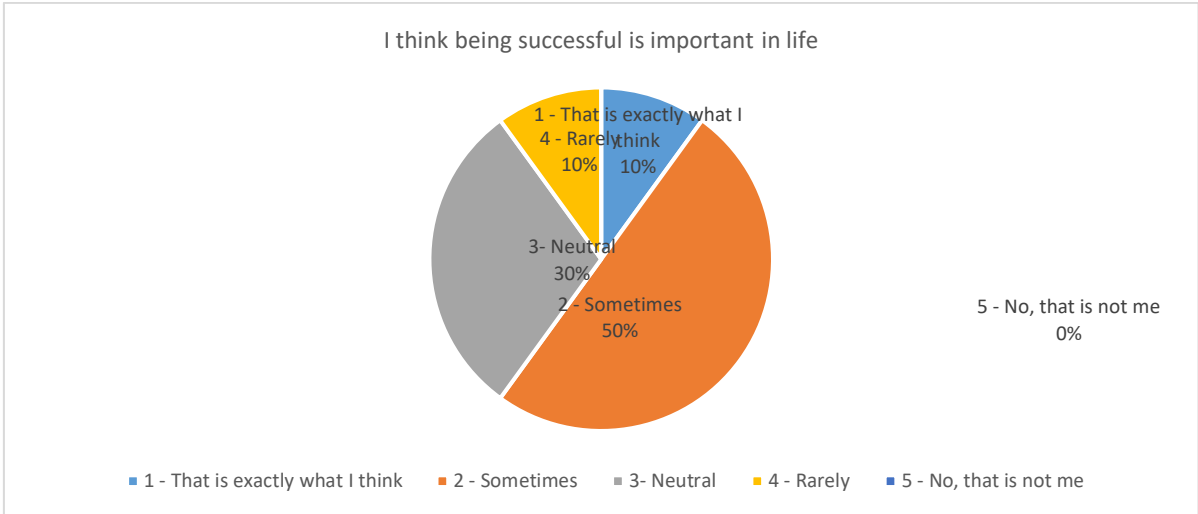
Interview Questions

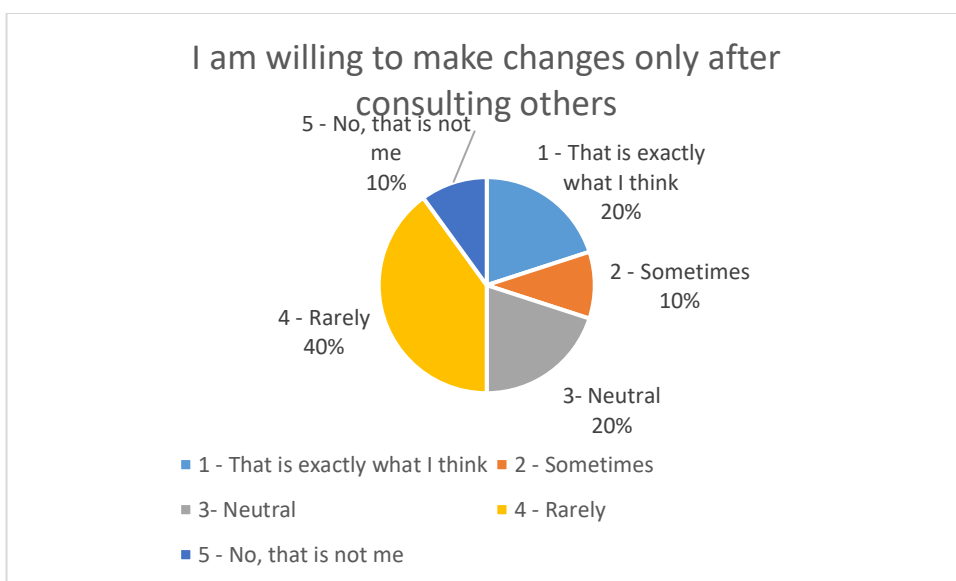
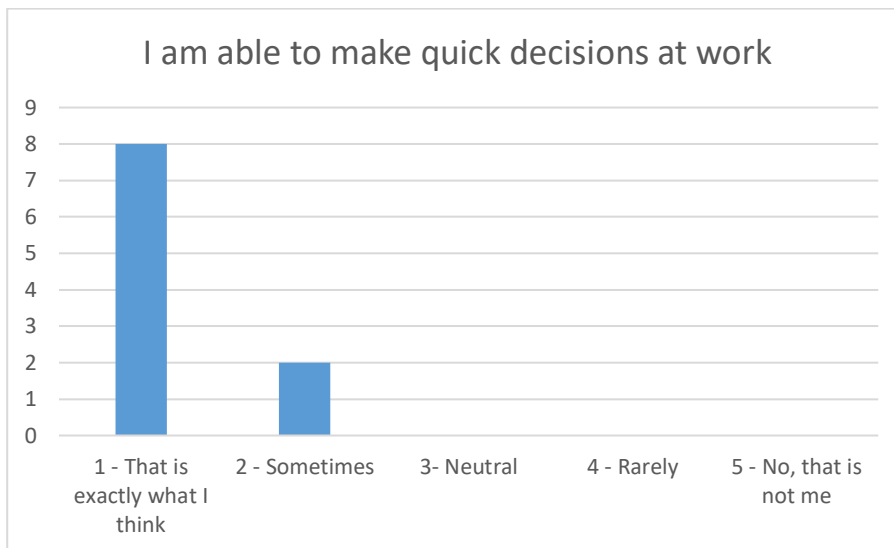
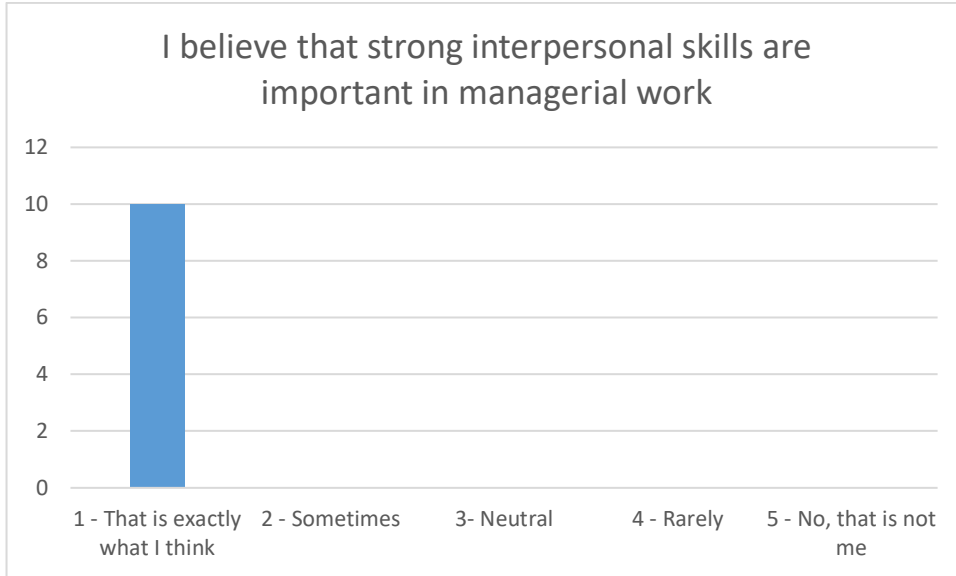
4. What is the most important quality you possess that you think is simultaneously the most significant or beneficial for you at your work in a managerial position?
 - a. Why do you think so?
5. What are the leadership qualities that you would consider to be important in managerial position?
 - a. Why do you think so?
6. How the culture of the country that you work in affects your work in the managerial position?

7. What female managers need to acknowledge, when working nationally versus internationally? How female manager's situation is different from male in both local and international environments?
8. Have you ever felt like you should adjust your leadership style according to the prevailing culture in the country that you work in?
 - a. If yes, how?
 - b. If no, would you think that it would be necessary in other countries?
9. In which situations, do you think it is necessary for female leaders to adjust their leadership qualities when working internationally?
 - a. To what extent and in what ways female manager needs to adjust one's leadership qualities to be a successful leader internationally?
 - b. What are the qualities she should possess?

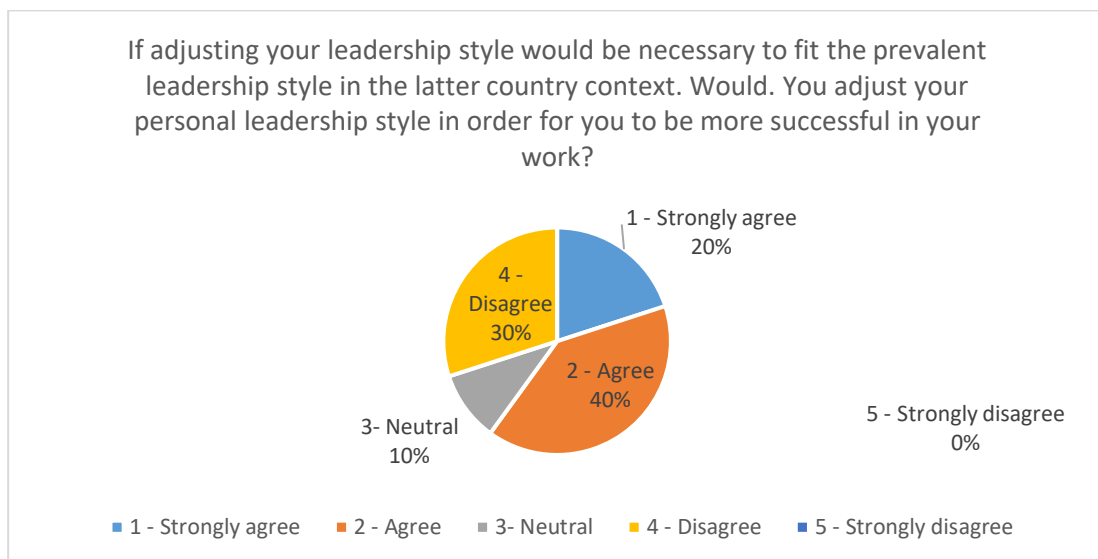
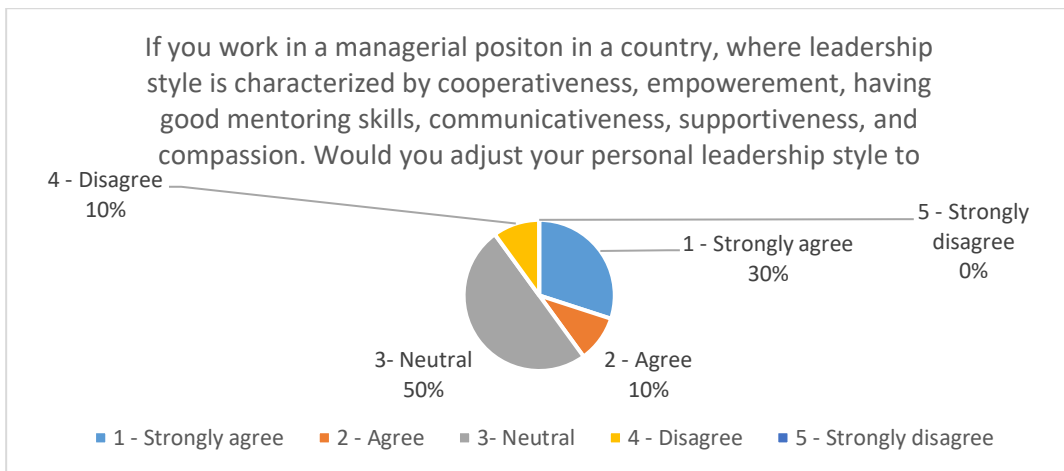
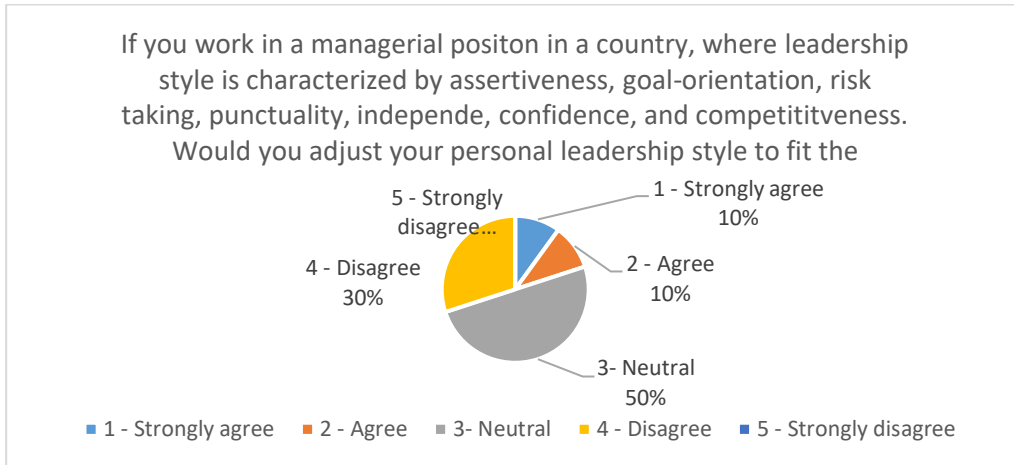
Appendix 5. Results of the Quantitative Data Collected from the Questionnaires 1/3







Appendix 5. Results of the Quantitative Data Collected from the Questionnaires 2/3



Appendix 5. Results of the Quantitative Data Collected from the Questionnaires 3/3