WOMEN IN MANAGEMENT: FUTURE RESEARCH DIRECTIONS

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Abstract

Background. Gender is an important element regarding women's (and men's) situation in organizations. Numerous research studies indicate that women have the required competences and yet they hold positions, in particular top managerial positions, definitely less frequently than men. These differences can be explained by the still existing phenomenon of the glass ceiling and discrimination against women. In addition, knowledge about effective methods of preventing discrimination against women and their importance for the functioning of the organization is little.

Research aims. The objective of this paper was to identify the dominant trends in research on women in organizational management. On the basis of the grouped results of the conducted literature review, the authors outlined new research directions which had previously been absent from, or attracted little attention in, the existing discourse.

Methodology. The main method applied by the authors was systematic literature review and the principles of research conducted in the fields of management and business (Creswell, 2013; Easterby-Smith, Thorne & Jackson, 2015).

Key findings. The authors indicated various possibilities of conducting research on women in management. For example, studies on the glass ceiling effect do not explain differences between the conduct of organizations with a long-term orientation and those pursuing short-term objectives. As far as financial benefits are concerned, it is not clear what causes organizations whose management boards include women to achieve better financial results and how such results are influenced by the external context. With respect to preventing discrimination, an important task is to grasp the differences between the strength of prosocial behaviours and training/proce-dures. There are also many research directions that should be further developed, e.g. differences between women and men in the manifestation of counterproductive and citizenship behaviours.

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INTRODUCTION

Research on women in management (and to be precise, their presence and roles played in numerous organizations) is not new. For a long time researchers have focused on the reasons for and consequences of evident discrimination of women in this area of social life. They have analysed the results of women's involvement in management boards, the reasons for diversified remuneration for women, their different situation in the labour market, gender-based occupational segregation, etc.

Gender is not only a biophysical aspect of individuals, but also a permanent factor influencing social expectations and life opportunities. Sex and gender are categories in which people think and classify the social world. A gender-based division of people is typical for every culture, but it is rarely neutral. It usually leads to a presentation of a set of social expectations towards men or women, as well as their relevant behaviours, roles, activities, etc. Gender-related cultural differences are usually an important element of social stratification, which also forms the structure of life opportunities and possibilities of individuals, social categories, and roles imposed by the society. Thus gender is also an important element regarding women's (and men's) situation in organizations. Numerous research studies (e.g. Vrdoljak Raguz, 2017; Guiso & Rustichini, 2018a; Seger, 2018; Chau & Quire, 2018; Bielińska & Osbert-Pociecha, 2018; Puntar & Markic, 2018; Gonzalez-Serrano et al., 2018) indicate that women have the required competences and yet they hold positions, in particular top managerial positions, definitely less frequently than men. Many organizations implement special training programmes for their personnel aimed at providing equal opportunities for men and women and minimizing vertical and horizontal gender segregation. The European Union perceives gender equality (also in organizations) as a condition necessary for sustainable development.

Presenting the roles fulfilled and problems faced by women in the management of organizations is important for two basic reasons. Firstly, despite undertaken efforts, the glass ceiling phenomenon and discrimination against women are still ubiquitous, often for unconscious

reasons. Secondly, there is little knowledge on effective discrimination prevention methods and whether the presence of women in management boards is a dominant factor behind organizations' achieving good economic results. Therefore, a critical approach to published research results and an indication of new research directions going far beyond the popular topics of the glass ceiling, economic benefits or discrimination prevention methods are very important for the better understanding of existing inequalities and injustices.

METHOD

In order to achieve the purpose of the article, the authors used the method of systematic literature review, which aims to comprehensively identify, evaluate and synthesize all relevant research on a given topic (Easterby-Smith et al., 2015). Systematic review can make an important contribution to the understanding of a field. Despite the fact that literature reviews remain secondary sources, they can synthesize a certain research topic or problem in a novel or illuminating way (Easterby-Smith et al., 2015).

The review process identified a few different stages. The first step was to establish the topic, scope and aim of the literature review, so that keywords and search terms could be identified (Creswell, 2013). The objective of this review was to identify the dominant trends in research on women in organizational management. Conducting the systematic literature review, the authors started with selecting the key words: women, management, organizations, which were subsequently used in the searches of databases. The second step of the research procedure was to find, record and evaluate relevant literature (Easterby-Smith et al., 2015). To accomplish this step, publication databases were selected: the Academic Search Ultimate databases (including Business Source Ultimate, ERIC, AGRICOLA, OPEN DISSERTATIONS) as well as Google Scholar. Through searches of the indicated bibliographic databases, topic-related articles which corresponded to the search criteria stated in the literature review were identified. The criteria were related to the selected keywords and attributable to management. Literature studies, in accordance with the systematic literature review method, were limited only to peer-reviewed academic articles that were conceptual and/or empirical. Such criteria are in line with the guidelines on the method

of systematic literature review (Easterby-Smith et al., 2015, p. 15). The authors became familiar with the basic articles, reviewed them, prepared a map of the available literature, summarized the selected items, and arranged the collected material. According to the third stage of the systematic literature review, the literature had to be summarized and organized around different themes (Easterby-Smith et al., 2015). Reviewing the existing publications, the authors divided them into particular research areas, which entailed the necessity of excluding papers presenting repeatable research results and those of a demonstrative or subjective character. Such a course of action was consistent with the research methodology proposed by Creswell (2013). In order to determine further research directions, the authors also decided to use 'gray' literature studies (Easterby-Smith et al., 2015), due to the fact that they contained some examples from everyday life, which may be an inspiration for future empirical research.

The conducted review of the literature on the subject was also aimed at identifying a publication gap and broadening the knowledge concerning women in organizational management. The authors followed the principles of research conducted in the fields of management and business (Easterby-Smith et al., 2015). On the basis of the grouped results of the conducted literature review, the authors outlined new research directions which had previously been absent from, or attracted little attention in, the existing discourse.

The authors attempted to provide answers to the following questions:
- What new research problems are connected with the glass ceiling phenomenon?
- What issues are ignored in publications on the causes of better economic results achieved by organizations with a strong representation of women in their governing bodies?
- What issues are not raised in research on preventing gender-based discrimination?
- What research gaps, and consequently new research directions, can be identified in the area of women in management?

THE "GLASS-CEILING" ISSUES

In 1986 Hymovitz and Schellhard (1986) used the term "glass ceiling" for the first time to describe limitations making it impossible for women to hold top managerial positions in corporations, state institutions,

educational institutions, and non-profit organizations. This research subject still remains very popular (Vrdoljak Raguz, 2017; Guiso & Rustichini, 2018a; Seger, 2018; Chau & Quire, 2018; Bielińska & Osbert-Pociecha, 2018; Puntar & Markic, 2018; Gonzalez-Serrano et al., 2018). As Vrdoljak Raguz (2017) points out, the percentage of women in the EU labour force is high, but women are still not proportionally represented in the leading positions in the workplace. For centuries women were employed in low-responsibility jobs due to the necessity to maintain balance between their private life and occupational life. Nowadays the situation has been changing and organizations also need to change and learn how to introduce equality with respect to gender diversification.

Women hold fewer managerial positions than men but it is believed that the percentage of women in managerial positions is higher in countries with a higher women's emancipation level. Research proves that female managers show more characteristics stereotypically ascribed to men. Once women enter management, they are equal to men in terms of skills and abilities (Guiso & Rustichini, 2018b). At present women play many roles previously reserved for men only, e.g. they work more and more frequently in the construction sector (Seger, 2018), but relatively few women deal with innovations. A small percentage of women work in the sectors of technology, engineering and mathematics (Chau & Quire, 2018). Positive changes are also observed and examined. Nowadays, the position of women in organizations differs considerably from that in the past. Women have better opportunities for acquiring education and being promoted in the workplace, and simultaneously the difference between men's and women's remuneration is gradually disappearing (Puntar & Markic, 2018). There is a tendency to increase women's participation in management (also project management), and thus to subvert the dominant position of men (Bielińska & Osbert-Pociecha, 2018). Yet, regardless of the noticeable cultural transformations related to the perception of women's role, their representation in management boards of many companies still remains insufficient. This situation is proved by research conducted, for instance, in the financial sector in the USA or the Spanish hotel industry (Dzinkowski, 2018; Segovia-Pérez et al., 2019). Gender inequality in the workplace still remains a very serious social problem (Kolb, 2018).

The character of the factors contributing to the existence of the glass ceiling in companies can be individual (the role of a woman as a wife and/or mother), internal (e.g. women's self-assessment, fear of failure, lack of competitiveness), external (e.g. the lack of mentoring and support for women, other members' interference in promotion, the lack of leadership models), organizational (e.g. a promotional policy, organizational culture), cultural (e.g. the male way of thinking, leadership styles, gender-related stereotypes, contact networks), positive and negative. The glass ceiling exists due to men's dominant position in management and the stereotypical perception of certain positions and gender roles (vertical and horizontal segregation) (Gonzalez-Serrano et al., 2018).

One of the most powerful barriers hindering women's promotion is their stereotypical perception (Rincón et al., 2017). For example, research on the hotel sector conducted in Spain shows that what hinders such promotion is external cultural conceptions of what is appropriate for women and men in decision-making positions. Women are expected to behave in accordance with stereotypes, but traditional female behaviours are not regarded as desirable in leaders. At the same time women's behaviours contrary to their traditional roles are perceived negatively (Segovia-Pérez et al., 2019). Many social groups continue to share the conviction that women are less competent than men (Carvalho et al., 2019).

It is worth mentioning that already in the 1990s Powell (1990) stated that the difference between the male and female styles of management was based mainly on perception and stereotyping. He reached the conclusion that there are no significant differences between female and male managers. Research on the learning process indicates that women's knowledge and experience are frequently unnoticeable and inaudible (Martin, Lord & Warren-Smith, 2018). Women have all predispositions to be good negotiators (they show more cooperativeness and a higher level of ethics), but often these strengths are disregarded and underrated by people responsible for women's promotion at work (Kray & Kennedy, 2017). Recent research on the importance of gender in the assessment of investors' behaviours shows that being a female entrepreneur does not decrease investors' interest, but what investors resent is the manifestations of stereotypical female behaviours in both male and female businesspeople. Investors' decisions are partly based on their observations of stereotypical gender behaviours and hidden

associations with a given entrepreneur's business competences, and not their gender (Balachandra et al., 2019).

A very interesting phenomenon related to the glass ceiling is the queen bee syndrome defined by Staines, Jayaratne and Tavris in 1974. It describes a woman in a position of authority who views or treats subordinates more critically if they are female. The term refers also to the finding that women who have been successful in male-dominated organizations defend the status quo, accept male--defined standards and are more likely to show disregard for traditional female values as well as other women (Staines et al., 1974). The current research does do not indicate unambiguously the occurrence of the phenomenon on a large scale. Analyses prove that women can try to avoid negative gender-related stereotypes in organizations by distancing themselves from other women and highlighting their stereotypically male characteristics, thus legitimizing organizational inequalities. The behaviour of people manifesting the queen bee syndrome influences women in lower positions. The women exposed to the actions of a leader manifesting the queen bee syndrome reported a higher level of anger, sadness and anxiety than the participants exposed to the actions of a leader with neutral behaviour. These data prove further that the very fact of increasing the number of women or minorities in key positions is insufficient to change inequalities if the issue of prejudices in an organization cannot be solved (Sterk et al., 2018). The queen bee syndrome has also been noticed in universities. Although there were no differences between the male and female doctoral students' commitment to work, in the opinion of people in higher positions in universities, the female students were less committed to their work. Such opinions were more common among women and in female-dominated faculties (Ellemers et al., 2004). On the other hand, the research conducted in Brazil on the influence of female leadership on gender differences in public and private organizations proved that in communes where a woman had been elected to be a leader there was an increase in the number of women in the top and medium positions in public organizations (in comparison with communes with male leaders). The research results prove that women who have significant freedom in management act in a friendly manner towards women who are their subordinates (Arvate et al., 2018).

The conducted study of the literature on the subject shows that there are many identified conditions influencing women's promotion

at work, but there is no generally accepted classification of these factors. Therefore, attempts are made to develop such typologies in order to systematize knowledge of this issue (e.g. Cachon, 2018). Researchers try not only to identify the factors influencing women's discrimination but also to explain the "glass ceiling" phenomenon or the vertical segregation with respect to many variables. The latest research (2017–2018) on the "glass ceiling" focuses on very interesting aspects such as the relation between the glass ceiling and power distance (Can et al., 2018), the concept of "maternal (or reproductive) female body" (Gatrell et al., 2017), investors' influence on decisions concerning women's employment (Brinkhuis & Scholtens, 2018), the role of the mass media in the development of women's image (Antoniades & Warren, 2018), the influence of patriarchal societies on women's employment and promotion process (Chauhan & Dey, 2017), the evaluation of professional career (Cho et al., 2017), the perception of the glass ceiling by men and women (Naschberger & Finstad-Milion, 2017), the glass ceiling in academic communities (Wesarat & Mathew, 2017).

According to one of the analysed studies, there is a strong positive relationship between glass ceiling obstacles perception and the perceived level of power distance. The research revealed that the female staff perceived the glass ceiling and the power distance more intensely than the male staff (Can et al., 2018). There are also interesting deliberations on women being under-represented in organizations' management boards. To analyse this phenomenon, the concept of "the maternal (or reproductive) female body" as a different explanation for why women are under-represented at high levels in organizations has been proposed. The authors of this concept indicate that evaluations of the abilities of women in higher positions can focus first of all on their potential (or actual) maternity status rather than on their real achievements. Consequently, women perceived through the prism of their (potential or actual) maternal role are frequently excluded from prestigious projects and less frequently promoted (Gatrell et al., 2017). Another recently analysed issue concerns investors' preferences with respect to gender in appointing company managers. As it turns out, the gender of a person appointed to a managerial position is not a significant factor influencing their evaluation. The research has proved that investors do not seem to assess women's appointments in a considerably different manner than men's appointments to the positions of CEOs and CFOs (Brinkhuis & Scholtens, 2018). A certain study concerning women's

image in a periodical connected with the real property sector shows that this image is very often presented stereotypically. Women are generally presented as submissive, while men – as dominant. An image analysis proves the evident women's marginalization in periodicals related to the real property sector. The marketing media can have a very significant influence on their recipients and inadvertently promote gender inequality (Antoniades & Warren, 2018).

In a patriarchal society (such as that of India), women's share in top positions of management and authority is smaller; women are not promoted and gender diversification is of lesser importance for companies. The authors of the research indicate that only 18% of companies in India have women as members of management boards. Moreover, these women are usually related to companies' founders, and their participation in important decision-making processes is marginal. Female directors are less likely to be appointed in any strategic committees (Chauhan & Dey, 2017). Research conducted in South Korea has confirmed the previous results according to which men and women may evaluate their professional careers and define their achieved success in slightly different manners. Many male managers experiencing changes in their careers start to appreciate balance between their work and their personal life, as well as the importance of personal happiness. Researchers have also pointed out differences between genders with respect to challenges connected with the building of a professional career, the importance of mentors and actions related to establishing contacts (Cho et al., 2017). And research conducted in France has proved that women perceive the existence of the glass ceiling three times more often than men, but work-life balance is just as important for them as it is for men (Naschberger & Finstad-Milion, 2017).

The consequences of the glass ceiling can be perceived in various countries and environments, including the academic environment. There are still negative cultural beliefs concerning women in higher managerial positions in many countries. Although women are well educated and competent employees, their chances to become organizational leaders or top managers in the educational and academic sectors are not equal (Wesarat & Mathew, 2017).

THE ADVANTAGES GAINED BY ORGANIZATIONS IN WHICH WOMEN PERFORM MANAGERIAL FUNCTIONS

The results of some research present (directly or indirectly) the advantages gained by companies whose objective is to have women in their management boards. Such research concerns mainly the following: a) economic advantages (Conyon & He, 2017; Dang et al., 2018; Hoobler et al., 2018; Mohammad et al., 2018; Adhikari, 2018; Hichem & Achek, 2017; Bjuggren et al., 2018; Martín-Ugedo et al., 2018; Ellwood & Garcia-Lacalle, 2018; Wang & Shao, 2017; Seung-Hwan & Harrison, 2017; Vishwakarma, 2017; Menicucci et al., 2019), b) remuneration (Wahab et al., 2018; Haruna et al., 2018; Benkraiem et al., 2017; Stojmenovska, 2019), c) the level of innovativeness (Chen et al., 2018), and d) corporate social responsibility (Zou et al., 2018). The latest research also presents the advantages gained by organizations and ensuing from female managers' and/or owners' ethical behaviour (Breen et al., 2017; Bono et al., 2017; Ray et al., 2017; Deller et al., 2017).

Research on companies' financial profits conducted in the years 2007–2014 (3000 companies in the USA, the quantile-regression method) proved that women's presence in companies' management boards had a positive impact on companies' financial results. Nevertheless, the effect is different in different parts of the results distribution (Conyon & He, 2017). Women's presence also influences a company's market value and management efficiency (Wang & Shao, 2017). Another study proved that women's presence in management boards fostered not only better financial results, but also better social results (Vishwakarma, 2017). Research conducted in small and medium enterprises (in the years 2010–2014) also indicated that companies in which women are represented in management boards achieved better financial results. This relation is not simple, however, because many internal and external factors exert influence on the financial results (Dang et al., 2018). Other studies taking into consideration the short- and long-term perspectives showed that women's presence in top managerial positions was positively, although weakly, related to long-term financial results, and had a negative, although weak, relation to short-term share market profits (Seung-Hwan & Harrison, 2017). Research conducted in small enterprises in Sweden showed that

women's leadership had a much more positive impact on the results of family businesses than on the results of non-family businesses in which the effect was ambiguous (Bjuggren et al., 2018).

An analysis of women's leadership (in particular a female president) indicated that women's presence in top positions in a company had a positive effect on its financial results, including sales results, but the relation was better visible in gender egalitarian cultures (Hoobler et al., 2018). One of the theories explaining the phenomenon of better results of companies in which women are employed in managerial positions is the theory of women's inclination to avoid risk, or their "risk aversion" (Adhikari, 2018). Gender can also have a significant impact on the financial management process. For instance, it was proved that the effect of women's presence in the management (an audit committee, financial director or managing director) was more consistent reporting, a higher level of disclosing social and community information, less tax aggressiveness and higher audit fees (Hichem & Achek, 2017). It was also proved by research conducted in Spain that when women performed the function of CEOs, the firms' profits were higher (the measurement comprised both return on assets and return on equity). Simultaneously, the firms reported a lower debt level (Martín-Ugedo et al., 2018). Also the research conducted in the Italian hospitality sector in the years 2008–2017 (2482 entities) shows that hotels managed by women have higher revenues and employment growth that those with male management. Simultaneously, empirical evidence does not indicate clearly which gender favours higher profitability (Menicucci et al., 2019).

Research conducted in the British NHS proved that a high female presence among executive and non-executive directorships did not result in significant differences either in financial return or service quality. However, women's presence had a positive influence on the lower number of negative social effects and resulted in lower costs of clinical negligence costs (Ellwood & Garcia-Lacalle, 2018). Also research conducted in the public sector showed that town councils with female mayors had lower annual interest liabilities and debt repayment liabilities. Furthermore, such councils spend more money on security, protection and social promotion. Thus women's presence in politics can also contribute to the improvement of the economic situation, which is necessary not only for social justice but also for economic effectiveness (Hernández-Nicolás et al., 2018). Undoubtedly,

culture has a huge influence on the level of discrimination and acquired economic results (and it is always one of many factors). Perhaps this is why such advantageous relations are not observed in all countries. For instance, research conducted in Jordan's banking sector did not confirm the correlation between women's participation in companies' management and their financial results (Mohammad et al., 2018).

Research on women in management focuses also on the level of remuneration and quality of earnings. The influence of ethnic and gender diversity on employees' remuneration was analysed. The research authors stated that if at least three women were present in management, there was a positive and significant influence on the level of remuneration. The authors stressed, however, that in order to authenticate such results and statements, other significant factors such as corporate governance, characteristic features of companies, etc. should also be taken into consideration (Wahab et al., 2018). On the other hand, subsequent research carried out in the United Kingdom proves that women's greater participation in management entails a smaller pay gap between women and men in a particular organization (Stojmenovska, 2019).

The analysed data prove that where women's presence in managerial positions is larger, the inclination to ensure equal earnings is higher (Haruna et al., 2018). The quality of earnings refers to the amount of profit attributed to higher sales or lower costs, and not to artificial profits generated by anomalies or accounting tricks, such as inflation of inventories or changing depreciation or inventory methodology. The quality of earnings is considered to be low in times of high inflation. Moreover, earnings calculated cautiously are considered to be higher than those calculated by means of aggressive accounting principles. The quality of earnings can also be decreased by managers who use suspicious accounting practices in order to conceal poor sales or an increased business risk. Financial analysts often carefully evaluate the quality of earnings and do not simply take financial statements at their face value (Investopedia, 2018). Results suggest that independent women directors improve board effectiveness in monitoring CEO compensation, especially its fixed component (Benkraiem et al., 2017).

It is important that the influence of women's presence in organizations' management bodies is not limited only to financial profits and salaries regardless of employees' gender and ethnic origin. Women's presence in companies' management boards is related to more successful

innovations; what follows is improved financial results of companies in sectors depending on numerous innovations. Research shows that companies with women in managerial positions invest in innovations more often and acquire more patents (Chen et al., 2018). It was also proved that women were effective in supervisory roles (Triki-Damak, 2018). Another significant fact is that the results of research conducted in China showed that women holding managerial positions more frequently promoted CSR reporting. But this results from their altruism and not, as it has been previously thought, from risk aversion (Zou et al., 2018). Thus, the presence of women in the governing bodies of business organizations may influence not only an organization's economic, but also social and environmental results (Brieger et al., 2019).

It should also be noted that women's presence in managerial positions in institutions also influences organizational behaviour. The results of research on unethical and criminal behaviour indicate that women's presence in management bodies fosters a reduction in corruption. Female owners are associated with a lower incidence of bribery and report smaller levels of bribery (Breen et al., 2017). It turns out that so-called ineffective interpersonal behaviours are slightly less frequent among female managers but also slightly more harmful for women than for men (Bono et al., 2017). The results of research conducted in India prove that despite the general negative perception of female presence in the co-management in the Indian society, women have a more friendly attitude towards their communities and show more pro-social behaviours (Ray et al., 2017). It is also interesting that during the Great Recession (2007–2013) companies owned by women made their employees redundant less often than those belonging to men (Deller et al., 2017).

Brieger, Francoeur, Welzel and Ben-Amar (2019) prove that women positively influence the quality of tasks for which management boards are responsible. They strengthen the coherence of governing bodies and are effective in monitoring management processes and supporting strategy development. Furthermore, with respect to management meetings, they invest more time in preparing for them and have better attendance records. Consequently, fostering a greater gender diversity in company management boards is perceived as a measure contributing to the creation of economic value besides increasing gender equality in the business environment (Brieger et al., 2019).

THE METHODS OF FIGHTING AGAINST GENDER-RELATED DISCRIMINATION

The number of companies that want to be perceived as employee-friendly, emphasize their fight against manifestations of discrimination and respect for diversity is growing. The latest research indicates that the very presence of women in an organization may foster a reduction in the number of manifestations of discrimination (Barragan et al., 2017; Gould et al., 2018a, 2018b; Palmer & Bosch, 2017). It is also believed that women can be effective change agents, in particular in work environments dominated by men (Barragan et al., 2017).

Research conducted in Australian stock-exchange listed companies shows that if there are more women in company management bodies, the number of women on managerial-executive positions also increases. This effect can be observed after the first year (Gould et al., 2018a). It is also noted that if women are appointed to top positions, the number of women employed at lower managerial positions also increases. This effect was stronger in large company departments (Gould et al., 2018b). A manager's gender can also be meaningful for the attractiveness of the recruitment process. Perhaps female applicants take into account the fact that top positions in a company are held by women (Palmer & Bosch, 2017). The importance of mentoring (Threatt, 2017; Pope, 2018) and empowerment (McCarthy, 2017) is stressed in the literature on the subject of women's presence in organizations and management. Mentoring programmes are considered to be a very important method of supporting women in managerial positions (e.g. in the health service sector) (Pope, 2018). It is believed that mentoring is not only a method of learning but also a means of support in further careers. It can serve as a way of supporting and assisting women aspiring to hold higher positions at work (Threatt, 2017). CSR programmes can also be applied to solve gender inequality problems. Empowerment perceived here as "an ethic of care for the self" plays a significant role in this respect (McCarthy, 2017, p. 615).

Not only companies but also various institutions can play a huge role in reducing the consequences and sources of discrimination. The latest research in this respect concerned the impact of lawsuits (Hirsh & Cha, 2018), parental leaves (Hardoy et al., 2017) and female literature (Martin et al., 2018). Lawsuits, or actually their enforcement, play an important role in the fight against gender discrimination.

Lawsuits which cause a drop in the stock prices of accused companies attract media attention in particular countries. Such a situation can have an influence on undertaking relevant steps by other (accused) companies in order to avoid the negative consequences of potential court trials. One of the consequences of the impact of court judgments on the perception of discrimination in the workplace is the growing participation of both white and Afro-American women in management bodies (Hirsh & Cha, 2018). Another tool for reducing the gap between the number of working men and women is the introduction of parental leaves (instead of maternal leaves only). This solution seems to be partially effective, but it is also strongly dependent on culture. Research conducted among couples proved that gender inequality in management grows considerably after the birth of the first child. Nine years after the birth of the first child the difference between men's and women's presence in management positions increases by 5%. Heterogeneity analyses suggest that the gender gap is wider, and gets steeper over time, for couples where the father has a management education or higher education, compared to the gap for the overall sample. In households in which the spouses take advantage of parental leaves, and the mother comes back to full-time employment after the leave, the gender gap increase is considerably lower and it is no longer significant by the end of the nine-year period (Hardoy et al., 2017). It was proposed to introduce female literature to programmes aimed at the development of leadership qualities (Martin, Edwards & Sayers, 2018).

The latest research shows, however, significant limitations of the proposed solutions concerning the fight against discrimination (Windscheid et al., 2017; Cundiff et al., 2018; Braun et al., 2017; McDonald et al., 2018). There are many cultural and organizational barriers for achieving equality of opportunity for women and increasing their presence in company management boards. Companies embracing diversity, even in an effective manner, can be perceived as less attractive (Windscheid et al., 2017). Moreover, emphasizing the importance of just one gender is disadvantageous. Both men and women feel more comfortable when social programmes are targeted at all employees instead of just one chosen employee category (Cundiff et al., 2018). Thus the question arises whether imitating men by women is a good strategy (Braun et al., 2017). When women (or representatives of other minorities, such as ethnic or racial minorities) are promoted to top managerial positions, higher level male managers experience lesser

organizational identification and their inclination to offer assistance to their colleagues is reduced (McDonald et al., 2018).

Other interesting research issues concerning women in management positions comprise those focused on interactions in the workplace and their contexts. To be precise, they deal with how interactions influence women's behaviours (Villesèche & Josserand, 2017). Another interesting study focused on the behaviour of disabled women during the recruitment process. Such behaviours differ depending on the level of perceptible power; some women try somehow to conceal their disability during recruitment interviews (Boucher, 2017). The stereotypical perception of gender roles leads to differences between men's and women's behaviour in the labour market. It was shown, for instance, that women considered employment with the employer who had already rejected their job application before more seldom than men (Brands & Fernandez-Mateo, 2017).

FURTHER RESEARCH DIRECTIONS

Based on extended literature studies ('grey' literature studies and systematic literature reviews) and professional experience, the authors have prepared a list of the main research directions to be undertaken and/or continued. In the first part of this sub-chapter, the authors present suggestions for further research connected with the most strongly represented research trends. The other part includes a list of new topics from outside the most popular research areas. They constitute the identified publication gap.

A. The glass ceiling. The following questions can be asked on the basis of previous research: What is the importance of the external context for the glass ceiling? Can "quality organizations" cope more effectively with the reduction of the glass ceiling effect? Which activities are the most effective in breaking the glass ceiling and what can their consequences be? Undoubtedly, the culture of an organization influences organizational behaviours, in particular the leaders' behaviours, and if this is so, then organizations that need to analyse the external context (mainly the users of standardized management systems) should have more extensive knowledge of the reasons for diversification and the sources of discrimination. It seems, however, that this knowledge is not always used or willingly acquired. It could be examined how the two groups of organizations, i.e. 1) quality organizations and those

declaring the use of CSR, and 2) the other organizations in the same sector, cope with this problem. Another interesting research problem could be an analysis of the role of women in managerial positions in further increasing (or decreasing) women's presence at the higher levels of organizational hierarchies. Yet another research problem is how companies cope with gender parity (e.g. which unethical methods are used when it becomes necessary to implement it).

B. Advantages gained by organizations. There exist mutually exclusive research results concerning alleged risk aversion among women in top managerial positions (cf. Zou et al., 2018). The question arises whether women show more risk aversion than men. To answer the question, it is necessary to take into consideration not only personality traits, differences in behaviour, or situational factors, but also, most importantly, to determine the level of risk management in the analysed organizations (e.g. whether these organizations use any risk management systems and what is women's involvement in the maintenance and improvement of these systems). It is not entirely certain what makes organizations in which women hold management positions achieve better economic results. It is not known what is the cause and what is the effect here. Perhaps the general level of organizational maturity is the most important factor? It is difficult to identify factors influencing economic results, but it can be done. What should be taken into consideration is the factors present in each sub-system of an organization (i.e. economic, organizational, social, and technical conditions), as well as their relative importance and weight.

The literature on the subject contains also proposals to compare companies' financial results from the periods before and after women started to be appointed to top managerial positions. Such ideas seem to be worth considering and relevant research seems worth undertaking. However, relevant research assumptions should also take into account other business variables such as the level of investments, changes of prices and costs, contract systems, and many others. It seems that the best research direction is determining the level of women's influence on decision-making processes in organizations. The next step could be establishing to what extent decision-making processes change, whether women are in fact less inclined to take risk, and whether they represent the stronger pro-social orientation. Furthermore, in order to determine what factors influence economic results and salaries, researchers should focus on processes taking place in the workplace,

managers' involvement in such processes, as well as relations among such processes, managers, and regular employees. It is a difficult undertaking for which the ethnographic approach would probably be the most suitable (Stojmenovska, 2019).

It would be also interesting to answer the question whether women's presence in management fosters a more effective identification and elimination of unethical actions (e.g. with respect to harassment, discrimination, etc.). Previous research results show that the methods of reducing unethical behaviour depend largely on the form of ownership, the size of a company, and the forms of compensation. Most probably, a smaller number of unethical behaviours results from the fact that women have less decision-making power and are not involved in various complicated external interest systems. But maybe this situation is due to the fact that women are less risk-inclined and value their presence in authority structures (because it is so difficult for them to achieve professional success).

C. The methods of limiting discrimination. Preliminary research conducted in the public and banking sector (Gould et al., 2018a) indicated that the increased participation of women in management was connected with increased women's presence in medium level managerial positions. However, the data concerning women's presence in managerial positions do not confirm this as regularity. Hence, the following questions arise: How are the women who have been promoted perceived? What is the role of gender stereotypes in the perception of women and men holding or being promoted to higher positions in the company hierarchy? What is the role of jealousy in the perception of women in higher positions? What is the reason for the fact that women sometimes do not help other women in their careers (even if they are able to do it)? Is the fact that the top position in a company is held by a woman (or by a man) important for women seeking employment? If organizations use CSR programmes in a conscious and ethical manner, one of their elements should be fight against discrimination. The problem is, however, whether CSR programmes take into account women's presence in managerial positions. What support do women get? And is it necessary? It is common knowledge that CSR programmes are too often implemented for effect only and to gain financial benefits, and therefore, they can be regarded as unethical.

D. Other proposals. One of the neglected research issues is the extent to which organizations promoting women are perceived as

being ethical and fair. It does not concern fight against discrimination, but rather hypocrisy, deriding legal regulations. The company LVMH employed Bernadette Chirac, even though the only experience the former president's wife had was attending fashion shows. It can be seen clearly that male-dominated management boards cope with the quota system in various ways. On the other hand, unjustified preferences for any category of people can always be the cause of perceptible injustice and reluctance. The reasons for and consequences of mechanical sexism and structural discrimination are a new research problem. These phenomena are confirmed by various press reports. For instance, a recent report revealed that Amazon's AI recruiting technology developed a bias against women. This happened because it was based predominantly on men's résumés. Although Amazon shut the project down, this kind of mechanized sexism is common and still growing. The problem is not limited just to AI mishaps (Hicks, 2018).

NEW RESEARCH ISSUES

There are obviously many interesting research topics worth pursuing. The authors would like to indicate just three groups of potential research projects. The first group comprises research aimed at identifying differences between women and men in the manifestation of various behaviours in organizations. This concerns both counter-productive behaviours (after all, there are indications that women take greater care of the ethical sphere) and citizenship (super-normative) behaviours. It is interesting to what extent the awareness of the existence of discrimination modifies such behaviours. When women behave in accordance with expectations attributed to their gender and play a stereotypical social role, is this a defensive reaction to the hostile work environment or a conscious (or unconscious) means of advancing their professional careers? The second group contains research topics focusing on situations which are not manifestations of discrimination, but may be perceived as such. Managers often perceive differently the roles of women and men in teams carrying out various tasks. This, however, is not the result of their stereotypes or biases, but rather their personal experiences. Such differences in the treatment of women and men must influence the quality of interpersonal relations and the process of developing social ties in the work environment.

The topics in the third group concern the influence of the external context on management processes taking place in organizations. There are reasons to assume that legal regulations aimed at combating discrimination are the source of unethical actions taken by management boards consisting of men only. For example, in order to achieve the required level of gender parity, the number of seats on supervisory boards is lowered. The actions of the #MeToo movement caused men to be wary of having too many women in their work environment.

The issue of women in management processes is very interesting and important for several reasons. Firstly, there are many mutually exclusive research results (e.g. those concerning economic profits). Secondly, in some countries, the process of increasing women's presence in public companies' management boards continues (e.g. in France, Belgium, Italy); the law provides for financial sanctions which can be imposed on companies unwilling to increase women's numbers in their management structures. There are no such penalties in Germany or the Netherlands. After some time it will be possible to assess which strategies are more effective in achieving the required result. Thirdly, more and more women choose economics and business as their major subjects of studies. Hence, the question arises whether women's presence in management bodies of various companies will increase, and if so, how soon it will be.

CONCLUSION

The conducted literature review showed that, with respect to the glass ceiling effect, further research should focus on establishing the following:

1. To what extent do quality-oriented organizations that apply long-term perspectives and invest in employee development cope better with the manifestations of discrimination?
2. How does the external context (social, demographic, and cultural conditions) influence the reduction of the glass ceiling phenomenon (after all, more and more women have higher education and are better prepared to perform managerial functions)?
3. Are the policies of sustainable development and corporate social responsibility compatible with discrimination reduction (to what extent they are genuine and what conditions have to be met for them to be successful)?

4. Does women's participation in management bodies of business organizations contribute to the increase in the number of women in power structures?

5. How do businesses deal with gender parity (e.g. what unethical methods are used to achieve it)?

As far as financial benefits are concerned, researchers could try to answer the following questions:

1. What factors (including situational ones) cause women to manifest greater aversion to risk than men?

2. What (besides smaller risk aversion and greater empathy) are the causes of better financial results?

3. How does women's participation in management boards influence decision making processes?

4. What are the reasons for the greater effectiveness of identifying and combating unethical actions (discrimination, harassment, etc.) in organizations with women in management bodies?

The third group of research projects concerning discrimination reduction methods could attempt to establish the following:

1. What role is played by gender stereotypes in the perception of the promotion of women and men in corporate hierarchies?

2. What is the role of envy in the perception of women in high corporate positions?

3. What causes women not to help other women in their careers (even when they have such opportunities)?

4. Is it important for women seeking employment that a company of their choice is managed by a woman (or a man)?

5. What is the usefulness of management procedures and training aimed at behaviour modification?

The authors pointed out the necessity of further analyses and research concerning the development of social networks by women and men, the assumption of stereotypical social roles, citizenship behaviour, counter-productive behaviour related to participants' gender, differences in the treatment and perception of women and men in teams performing various tasks, the influence of women's presence in management boards on companies' social results as well as interaction and social bonds between men and women. The authors are aware of the disadvantages of using the main method in the form of a systematic literature review, i.e. being restricted by the accessibility

of sources, relying on databases that support 'keyword' search and on the quality of the abstract (Easterby-Smith et al., 2015).

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KOBIETY W ZARZĄDZANIU. PRZYSZŁE KIERUNKI BADAŃ

Abstrakt

Tło badań. Płeć jest ważnym elementem dotyczącym sytuacji kobiet (i mężczyzn) w organizacjach. Liczne badania naukowe wskazują, że kobiety posiadają wymagane kompetencje, a jednak zajmują wyższe stanowiska kierownicze zdecydowanie rzadziej niż mężczyźni. Różnice te można wyjaśnić wciąż istniejącym zjawiskiem szklanego sufitu i dyskryminacją kobiet. Ponadto wiedza na temat skutecznych metod zapobiegania dyskryminacji kobiet i ich znaczenia dla funkcjonowania organizacji jest niewielka.

Cel badań. Celem artykułu jest ustalenie dominujących kierunków badawczych związanych z problematyką kobiet w zarządzaniu organizacjami. Na podstawie pogrupowanych wyników studiów literaturowych autorzy nakreślili nowe kierunki badań związane z dominującymi obszarami badań (np. zjawisko szklanego sufitu) oraz tworzą listę nowych kierunków badawczych, które do tej pory albo nie były realizowane, albo są traktowane w istniejącym dyskursie zdawkowo.

Metodologia. Podstawową metodą zastosowaną przez autorów była analiza istniejących publikacji. Procedura badawcza została oparta na metodologii zaproponowanej przez Creswell (2013) i zasadach badań przeprowadzanych w dziedzinie zarządzania i biznesu (Easterby-Smith et al., 2015).

Kluczowe wnioski. Autorzy wskazali różne możliwości prowadzenia badań nad tematyką kobiet w zarządzaniu. Na przykład badania zjawiska szklanego sufitu nie wyjaśniają różnic między postępowaniem organizacji w perspektywie długo- i krótkoterminowej. Jeśli chodzi o korzyści finansowe, nie jest jasne, co powoduje, że organizacje, w których zarządach zasiadają kobiety, osiągają lepsze wyniki finansowe i jak na te wyniki wpływa kontekst zewnętrzny. W odniesieniu do zapobiegania dyskryminacji ważnym zadaniem jest uchwycenie różnic między siłą zachowań prospołecznych a szkoleniem/procedurami. Istnieje również wiele kierunków badań, które należy dalej rozwijać (np. różnice między kobietami i mężczyznami w przejawianiu zachowań kontrproduktywnych i obywatelskich).

Słowa kluczowe: kobiety, zarządzanie, organizacje