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GEORGIAN MANAGEMENT STYLE AND THE RESEARCH OF FACTORS AFFECTING THE BEHAVIOUR OF SUBORDINATES IN THE MINISTRIES OF ECONOMIC PROFILE

ABSTRACT

The behaviour of a leader has a significant impact on the actions and feelings of employees. Many European university researchers have recently focused on the impact of effective leadership behaviour on the behaviour of subordinates. Positive behaviour of the leader toward his subordinate creates a sense of belonging to the organization, which reduces the outflow of employees from the organization and improves support for the leader. Leader's behaviour was studied within our research. The object of the research was the Ministries of Economic Profile of Georgia. The purpose of this article is to analyze the influence of the leader's behaviour in terms of gender on such issues as the respondent's perception of himself as a valuable member at work, support for the respondent's career development, motivation of employees to perform the work, effort invested by the respondent at work, and desire to change the leader. Furthermore, the study aimed to investigate the impact of financial benefits on employee satisfaction and motivation. In total, 821 respondents participated in the study. The SPSS software package was used to analyze the obtained data. In such countries as Georgia, there is a stereotypical attitude towards women. Sometimes, the mentioned factor is also reflected in the leader's behaviour. As a result, women have to overcome a variety of challenges, frequently face the glass ceiling phenomenon, and have to break stereotypes. In some cases, as a result of research, it is clear that not only women but also men show a negative attitude toward the leader's behaviour, which indicates the shortcomings of the current management style. Five hypotheses were formulated during the research process, and based on their analysis, we developed recommendations that we believe to be an effective way to solve multiple challenges.

Keywords: financial benefits, leader behaviour, employee behaviour, gender analysis, employee motivation

JEL Classification: M1

INTRODUCTION

In today's organizations, employee creativity is influenced by a leader's emotional intelligence. A positive workplace culture is developed with the help of emotional intelligence, which increases productivity and efficiency (Moran, Harris, & Moran, 2007). A leader is required to be motivated and empathic, with excellent interpersonal skills. Additionally, a leader should objectively assess the team members and clearly define each person's responsibilities and rights to foster a positive attitude. Numerous authors have written about the impact of emotional intelligence on an individual's well-being. (Sánchez-Álvarez, Extremera, & Fernández-Berrocal, 2015). In addition, it increases the knowledge of employees and helps them in their career growth and creativity development (Gupta & Bajaj, 2017). "Working with Emotional Intelligence" by Daniel Goleman discusses the skills that identify successful performers. This applies to both mid-level and top-level executive positions (Goleman, Working with emotional intelligence, Bantam Books, 1998).

LITERATURE REVIEW

A leader has the ability to motivate employees to put more effort into the work process and reveal their strengths through positive emotional influence (Goleman, 2002) (Kharadze, Katsitadze, Giorgobiani, Dzebisauri, & Pirtskhalaishvili, 2023) (chron, 2020) (Wan, Pan, Peng, & Meng, 2022) The paper written by Yaoping Shen and Xinghui Lei examines the negative impact of counterproductive leader behaviour on subordinate action. (Shen & Lei, 2022). Counterproductive Work Behaviour (CWB) has a negative impact on the organization's efficiency and organizational climate and affects the behaviour of subordinates. Counterproductive Work Behaviour (CWB) has become a frequent feature in organizations and has been the subject of extensive research by numerous scientists (C.J.J. van Zyl & G.P. de Bruin, 2018) (Wei W., 2019) (Seriki O. K., 2020) (Wurthmann, 2020). Some of the mentioned behaviours are discussed in the research presented by us. Furthermore, leadership plays an essential role in the professional growth of subordinates (Mourão, 2018) Georgian authors have conducted multiple studies on the mentioned issue. In particular, the article discusses how leader behaviours influence the growth of conflict situations. In addition, the study of employee satisfaction in the territorial units of Tbilisi City Hall showed that one of the main motivation factors was the leader's behaviour (Pirtskhalaishvili, Kharadze, Katsitadze, Dugladze, & Sulkhanishvili, Study of the factors influencing the satisfaction of employees in the territorial units of the Tbilisi city hall, 2023). The impact of the supervisor's role on the employee's productivity level has become even more significant during remote work (Kharadze, Giorgobiani, Mellkoshvili, Dzebisauri, & Pirtskhalaishvili, 2021). In his work, Kurt L. Oborn addresses the following significant topics: delegating, clarifying, inspiring, supporting, mentoring, recognizing, and consulting. Furthermore, the author claims that increases in relationship-oriented behaviours are only associated with improved subordinate performance in circumstances where there is a high level of professional respect (Oborn, 2010). The supervisor must use appropriate leadership methods since the relationship between a supervisor and a subordinate is one of the most frequent sources of stress in companies (Dierendonck, Haynes, Borrill, & Stride, 2004). In his article, Malik focuses on leadership behaviours that can greatly influence employee satisfaction levels. He also notes that in the process of analysis, it was found that there was a significant correlation between all types of leadership behaviour i.e. directive, supportive, participative, and achievement-oriented leadership behaviour (Malik, 2013). Jernej Buzeti's research aims to determine the relationship between employee absence from sickness and leadership behaviour in public administration. The author discovered a one-way negative relationship between sickness absence and specific behaviours (Buzeti, 2021). Taking into account the mentioned issues, in the presented research, we identified those aspects of the leader's behaviour that influence the employee's feelings and determine their behaviour. This study is presented in a gender perspective.

AIMS AND OBJECTIVES

The object of the research was the Ministries of Economic Profile of Georgia. The purpose of this article is to analyze the influence of the leader's behaviour in terms of gender on such issues as the respondent's perception of himself as a valuable member at work, support for the respondent's career development, motivation of employees to perform the work, effort invested by the respondent at work, and desire to change the leader. Due to Georgian traditional values, in many cases, establishing an important place for a woman in the organization and her career growth are related to several problems, compared to men. Women have to go through a difficult path to achieve the same status. To investigate the mentioned issues, we considered it important to focus on the following issues:

- employee motivation;
- desire to change the leader;
- considering oneself as a valuable member of the organization.

Furthermore, the study aimed to investigate the impact of financial benefits on employee satisfaction and motivation.

METHODS

The SPSS software package was used to analyze the obtained data. Both complex and simple statistical procedures were employed during the research process, such as the chi-square test for hypothesis testing, correlation analysis for assessing the strength of the relationship between variables, and consumer tables and graphs for data presentation. In total, 821 respondents participated in the study.

RESULTS

As a result of the research, 40.9% of the respondents note that their supervisors do not take into account the opinions offered by them. 41.5% answered "often", and 17.2% answered "always". In total, only 59% can be considered a positive answer, which is much lower than the answers of the respondents who indicated that they preferred a democratic style of management and coincides with the number of respondents who consider that their leader's management style is democratic. It is difficult to imagine how an employee can consider himself a valuable member of the organization if their opinions are not taken into account. Also, such a management style can't give satisfaction to the employee. Most people feel satisfied when their supervisor considers their opinions. That is why leaders often resort to hidden management methods and convey their opinions to subordinates as if the leader is supporting the subordinate's ideas (Sypniewska, Baran, & Kłos, 2023). Researchers and managers discuss the concept of work motivation. It is no longer controversial that positive emotions can significantly influence the increase in employee effort. Thus, managers take special care that the decisions they make are based on the principles of justice and cause more positive emotions. Making fair decisions encourages the employee to be more dedicated to his work. Several studies have been devoted to the role of wages in motivational policies (Adel, Fatma, & Olfa, 2021).

Fair remuneration is one of the main factors that is the basis of a healthy relationship between the employer and his employees. Ignoring this fact reduces motivation in any country, especially in our country, because inflation and the economic situation do not provide the opportunity to meet the requirements necessary for the existing (New City Insurance, 2021). Many studies confirm that if high performance is accompanied by high pay, it leads to an increase in motivation and influences employee behaviour.

The researchers were looking to determine if leadership behaviour has an impact on intrinsic and extrinsic motivation as well as employee performance. It was discovered that leadership behaviour has a positive and significant effect on internal and external motivation. In addition, the variable of external motivation has a positive and significant impact on the work of employees and the results of its activities. The mentioned findings became the interest of our research (Mihrez & Thoyib, 2014).

The organization can't work effectively if subordinates are deprived of the possibility of career advancement. Employees motivated by career advancement are reportedly more likely to join teamwork and contribute significantly to their work. In the process of personnel selection, management pays significant attention to such skills as a sense of responsibility, respect for other people's opinions and preferences, effective communication, and The ability of each employee to contribute to the group decision-making process. The mentioned issues were the basis for the formation of hypotheses in our research (Coursera, 2023).

As a result of the research, we determined the attitude of the respondents towards promotion, recognition, and other factors. Any employee expects an appropriate reaction from the supervisor in response to the results of his work. The answers "not important" and "less important" were recorded by 2.6 and 5.6% of the respondents, and it was found to be "important" and "very important" by 38% and 36.7%. In total, 74.7% of the respondents pay significant attention to this action, while half of the respondents noted that the managers do not support the implementation of their career plans. In general, 19.4% of the respondents agree with the opinion that their level of satisfaction is not affected by promotion and recognition from the supervisor. As a result of the questionnaire, we received information that in many cases the supervisor cannot decide the issue of the respondent's promotion. However, recognition can be given by the supervisor in different ways to increase the level of satisfaction of the subordinate and improve the environment. A question asked in a different form gave us the opposite result. For example, 85.7% of the respondents believe that the more positive their work result (promotion, recognition), the higher the degree of satisfaction. Probably, the respondents in the previous question imagined the question with a different interpretation. It is a pleasant, fact that the respondents respond to the adequate assessment of the results of their work with an adequate reaction. The organization's management needs to understand that the majority of employees expect appropriate recognition from their side.

A motivated subordinate is essential to the organization's success. The respondents who replied, "I am motivated" and "I am very motivated" were 53.2% and 18.6%, respectively. It's interesting to note what motivates the respondents when they express dissatisfaction with several managerial behaviours, such as promotion/recognition attempts. Their results do not result in an adequate reaction from the supervisor, so there is a reasonable suspicion that the subordinates have a fear of losing their jobs, and their motivation to perform the work at a high level is based on fear. Which in no way lends itself to a positive evaluation.

Numerous studies confirm that the diversification of employees in the organization affects the increase in productivity. As a result, the overall economic situation of the company increases, while the diversity in the company encourages employees

to be more innovative, which leads to an increase in the competitiveness of the organization and acceleration of processes. The results of the survey reveal that the type of benefits a supervisor uses after evaluating employee productivity - financial or non-financial - (or whether he uses benefits at all) affects employee satisfaction with the supervisor. Meanwhile, the increase in employee compensation is directly correlated with employee motivation (correlation=0.540).

When employees are primarily motivated by their salaries and fear losing their jobs, managers frequently use strict control mechanisms. Taylorism is based on this behaviour of the supervisors. Unfortunately, the mentioned management method should be regarded negatively today. Almost half of the respondents believe that the effort invested in work does not affect the effectiveness of their work. The respondents realize that their evaluation will remain unchanged regardless of their performance at work. Unfortunately, under these circumstances, the only thing left for the leader is to resort to a strict control mechanism and use unpopular management methods.

To analyze the mentioned issues, we formulated the following hypotheses:

- H1: Leadership behaviour affects whether members of different genders feel valued at work;
- H2: The behaviour of the leader affects whether the manager equally supports the representative of different genders in career development;
- H3: Leader behaviour influences how motivated members of different genders are to perform their work;
- H4: The effort that respondents of different genders put into the work performance process is influenced by the leader's behaviour;
- H5: The leader's behaviour affects whether respondents of different genders want to replace the leader.

To test hypotheses H1 and H2, we used the consumer table (Table 1), which demonstrates the relationship of the leader's behaviour in terms of gender to the following variables - "Does the respondent feel like a valuable member of the organization?" and "does the supervisor support respondent in career development?"

The leader's behaviour is viewed negatively by 100% of female respondents, who never feel like a valuable member of the organization. At the same time, 74.8% of the female respondents who always feel like a valuable member of the organization positively evaluate the leader's behaviour, and 25.2% - negatively.

40% of the male respondents, who never feel like a valuable member of the organization, positively evaluate the leader's behaviour, and 60% - negatively. At the same time, 74.6% of the male respondents, who always feel like a valuable member of the organization, positively evaluate the leader's behaviour, and 25.4% - negatively.

To the question - "Does the supervisor support the respondent in career development?" 16.1% of respondents who gave a negative answer positively evaluated the leader's behaviour, and 83.9% negatively (results were equally distributed among representatives of both genders).

Table 1. Gender - "Does the respondent feel like a valuable member of the organization?" and "Does the supervisor support the respondent in career development?".

			Gender			
			Female		Male	
			Leader behaviour		Leader behaviour	
			Positive, %	Negative, %	Positive, %	Negative, %
Do you consider yourself to be a valuable member of the organization?	never	Row N %	0	100	40	60
	sometimes	Row N %	24	76	16.2	83.8
	often	Row N %	52.3	47.7	52.3	47.7
	always	Row N %	74.8	25.2	74.6	25.4
My supervisor supports me in my career development	never	Row N %	16.1	83.9	16.1	83.9
	sometimes	Row N %	28.3	71.7	35.0	65.0
	often	Row N %	70.1	29.9	65.7	34.3
	always	Row N %	93.6	6.4	75.6	24.4

Based on the results of the chi-square test. We demonstrate that both hypotheses H1 and H2 are valid.

Crosstabulation, correlation, and graphical analysis demonstrate how leadership behaviour influences employee motivation and work effort from a gender perspective.

The crosstabulation of leadership behaviour by gender with the following variables is displayed in Table 3:

1. Overall, how motivated are you to do the work?
2. How would you rate the effort you put into your work?

Table 3. Crosstabulation.

			Gender			
			Female		Male	
			Leader behaviour		Leader behaviour	
			Positive, %	Negative, %	Positive, %	Negative, %
Overall, how motivated are you to do the work?	I am not motivated at all	Row N %	0.0	100.0	20.0	80.0
	I am slightly motivated	Row N %	52.6	47.4	7.7	92.3
	I am moderately motivated	Row N %	21.2	78.8	35.9	64.1
	I am motivated	Row N %	61.1	38.9	59.8	40.2
	I am very motivated	Row N %	68.5	31.5	76.5	23.5
How would you rate the effort you put into your work?	very low	Row N %	0.0	100.0	16.7	83.3
	low	Row N %	18.2	81.8	100.0	0.0
	average	Row N %	47.3	52.7	53.5	46.5
	high	Row N %	54.5	45.5	50.0	50.0
	very high	Row N %	54.3	45.7	64.9	35.1

The results of the crosstabulation and chi-square test are displayed in Table 4.

Table 4. Pearson Chi-Square Tests.

		Gender	
		Female	Male
		Leader behaviour	
		Chi-square	df
Overall, how motivated are you to do the work?	Chi-square	90.745	26.697
	df	4	4
	Sig.	.000*	.000*
How would you rate the effort you put into your work?	Chi-square	9.315	6.509
	df	4	4
	Sig.	.054	.164

As can be seen from the data in Table 4, leadership behaviour among both genders has the highest statistical relationship with the variable: Overall, how motivated are you to do your work? In addition, according to the chi-square coefficient (26.697 with female respondents, 90.745 with male respondents). According to the results, we can conclude that the third hypothesis is valid.

To determine the strength of the relationship between the variables, we used correlation analysis, which is given in Table 5.

As for the relationship between the leader's behaviour and the second variable - How would you rate the effort you put into your work? - Table 4 demonstrates that the leader's behaviour is not statistically related to the variable (P value > 0.05). Male and female respondents have the same tendency. Thus, hypothesis H4 is not valid.

For correlational analysis, we evaluated the variables with a 5-point system: "Overall, how motivated are you to do the work?" and "How would you rate the effort you put into your work?".

Overall, how motivated are you to do the work?

- 1=I am not motivated at all;
- 2=I am slightly motivated;
- 3=I am moderately motivated;
- 4=I am motivated;

5=I am very motivated.

How would you rate the effort you put into your work?

1=very low;

2=low;

3=average;

4=high;

5=very high.

The correlation of the leader's behaviour in terms of gender with the mentioned variables gave us the following results (Table 5).

Table 5. Correlations.

Gender		Leader behaviour	Overall, how motivated are you to do the work?	how would you rate the effort you put into your work?	
Fe- male	Leader behaviour	Pearson Correlation	1	.282	.048
		Sig. (2-tailed)		.000	.231
		N	622	622	622
	Overall, how motivated are you to do the work?	Pearson Correlation	.282	1	.379
		Sig. (2-tailed)	.000		.000
		N	622	622	622
	How would you rate the effort you put into your work?	Pearson Correlation	.048	.379	1
		Sig. (2-tailed)	.231	.000	
		N	622	622	622
Male	Leader behaviour	Pearson Correlation	1	.277	.043
		Sig. (2-tailed)		.000	.559
		N	190	190	190
	Overall, how motivated are you to do the work?	Pearson Correlation	.277	1	.530
		Sig. (2-tailed)	.000		.000
		N	190	190	190
	How would you rate the effort you put into your work?	Pearson Correlation	.043	.530	1
		Sig. (2-tailed)	.559	.000	
		N	190	190	190

Correlation analysis demonstrates that in the case of both genders, leadership behaviour is related to the variable - "Overall, how motivated are you to do your work?" an average directly proportional relationship ($r \approx 0.3$ with both variables, $P < 0.001$).

The variable "How would you rate the effort you put into your work?" has no relationship with respondents of either gender.

The maximum statistical relationship is observed between the variables "Overall, how motivated are you to do your work?" and "How would you rate the effort you put into your work?" The more motivated the respondents are, the more effort they put into the work.

The second and third diagrams show the relationship of the leader's behaviour with the mentioned variables in terms of gender (Figures 1 and 2). In the case of both genders, a positive evaluation of the leader's behaviour increases motivation, while a negative one decreases it.

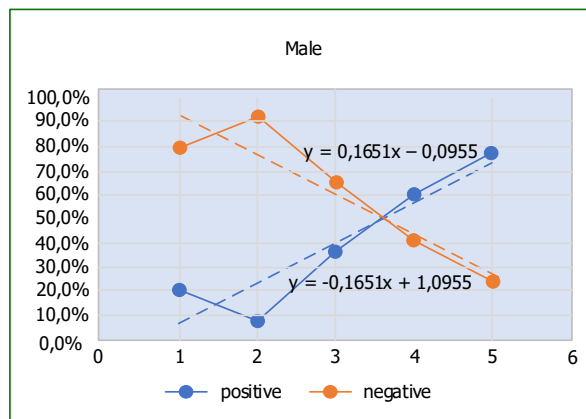
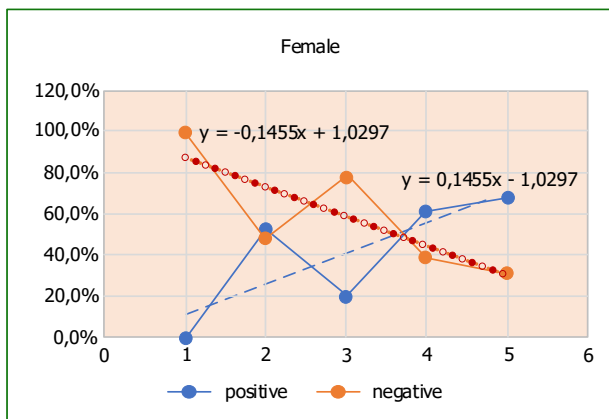


Figure 1. Overall, how motivated are you to do the work?

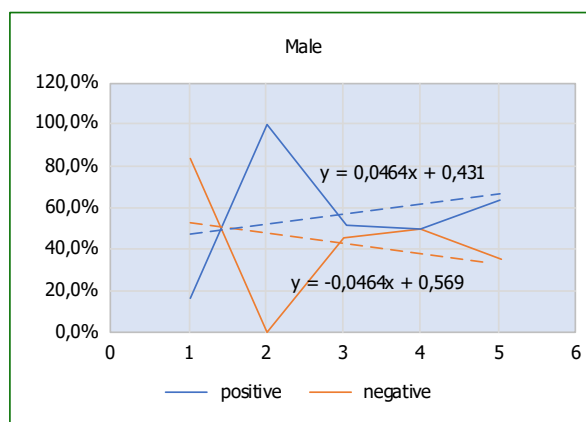
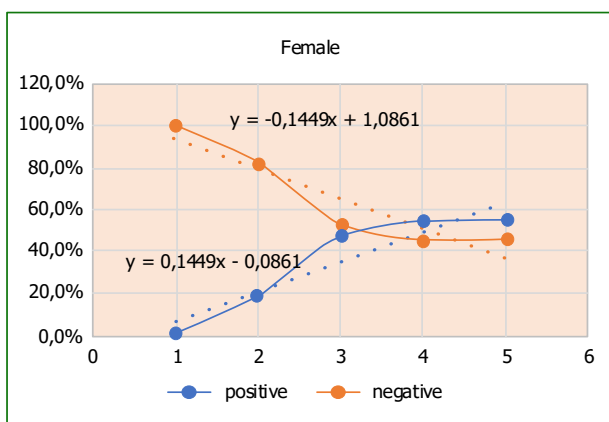


Figure 2. How would you rate the effort you put into your work?

However, In the case of both genders, a positive evaluation of the leader's behaviour increases the effort respondents put into their work, while a negative one decreases it.

During the research process, we were interested in the influence of the leader's behaviour on the respondent's desire to replace the current leader. The given table shows the relationship in terms of gender between the leader's behaviour and the respondent's desire to replace the current leader (Table 6). Table 7 presents the chi-square test results, establishing the relationship between the variables.

Table 6. Relationship in terms of gender between the leader's behaviour and the respondent's desire to replace the current leader.

			Gender			
			Female		Male	
			Leader behaviour		Leader behaviour	
			Negative	Positive	Negative	Positive
Would you like to replace the current leader?	Yes	Count	106	6	29	7
		Row N %	94.6%	5.4%	80.6%	19.4%
	No	Count	103	284	34	85
		Row N %	26.6%	73.4%	28.6%	71.4%
	I have no answer	Count	75	21	23	5
		Row N %	78.1%	21.9%	82.1%	17.9%

As can be seen from the sixth table, only 5.4% of the female respondents who positively evaluated the leader's behaviour expressed the desire to replace the leader. A similar opinion was expressed by 19.4% of male respondents. This is logical if the leader is evaluated positively, there is less desire to change him.

From the table of chi-square test results (Table 7), it is established that there is a relationship between leadership behaviour and the desire to replace the leader in respondents of both genders (with the maximum statistical relationship). The relationship is stronger in female respondents (the chi-square coefficient for female respondents equals 203.58 and for male respondents - 46.379).

Table 7. Pearson Chi-Square Tests.

		Gender	
		Female	Male
		Leader behaviour	Leader behaviour
Would you like to replace the current leader?	Chi-square	203.508	46.379
	df	2	2
	Sig.	.000	.000

We can conclude that the fifth hypothesis is valid based on our results.

DISCUSSION

In the process of research, we analyzed studies of both Georgian and foreign authors. In most cases, we consider and agree with their opinion. Furthermore, the research we present includes an in-depth statistical analysis with a focus on gender, which aids in our understanding of the factors that influence employees' behaviour. Yaoping Shen and Xinghui Lei "conducted a grounded theory study on the leadership characteristics which are the antecedent variable of CWB, and the leadership characteristics were divided into three categories: psychological, behavioural, and ability." The impact of each was confirmed within the framework of the mentioned research. The research presented by us presented the influence of behavioural factors on the behaviour of subordinates, which was confirmed after testing the hypotheses. Luciana Mourão discussed in her article "How the relations established with the leadership in the work environment can influence the professional development of the subordinates." In the article presented by us, we analyzed from the perspective of gender in terms of career development. We agree with the opinions of the authors that the characteristics of the leader can have a great influence on the perception of various issues of the employees. In addition, we considered it important to analyze the issues from a gender point of view.

CONCLUSIONS

Georgian stereotypes put women in a difficult position in Georgia. Women are seen as housewives and child raisers, making it harder for them to establish their place and succeed in their careers. Although the country once had a female king and several ministers, such examples are uncommon. In the present day, women face more challenges than men. The solution to the mentioned issue should be started from school age. The rapid erasing of stereotypes is a challenging process. Therefore, it is necessary to carry out measures supporting women systematically in all spheres.

In the organization, it is vital for each employee to feel like a valuable member, which is expressed by involvement in the decision-making process. Unfortunately, decision-making is often done by the leadership or a small group. The employer needs to consider the views of the employees. Simultaneously, employers should encourage people to offer suggestions and ideas that will contribute to the increase in the efficiency of the organization. Such initiatives should be encouraged and not punished.

The study demonstrated that an increase in motivation directly affects how much effort a person puts in during work. The organization's outcomes are directly tied to the maximum use of employees' capabilities and their adequate and fair evaluation. The study found a high sensitivity to specific factors influencing employee behaviour. The variables discussed include motivation, involvement in organizational management, and the sense of being a valued member. Gender diversity and inclusiveness of employees have a significant impact on the effectiveness of the organization. That is why it is necessary for the manager to use appropriate financial or non-financial benefits and adapt them to each employee. As a result, to increase the motivation of employees. Management should consider these factors.

The conclusions and recommendations formulated as a result of the research are important to be taken into account directly in the object of the research - by the heads of the ministries of economic profile, to increase the motivation and performance of subordinates.

ADDITIONAL INFORMATION

AUTHOR CONTRIBUTIONS

Conceptualization: *Natalia Kharadze*

Data curation: *Nana Katsitadze*

Formal Analysis: *Dea Pirtskhalaishvili*

Methodology: *Dea Pirtskhalaishvili*

Software: *Davit Dugladze*

Resources: *Natalia Kharadze, Nana Katsitadze, Dea Pirtskhalaishvili, Davit Dugladze, Natela Tushishvili*

Supervision: *Natalia Kharadze, Nana Katsitadze, Dea Pirtskhalaishvili*

Validation: *Natalia Kharadze, Nana Katsitadze, Dea Pirtskhalaishvili, Davit Dugladze, Natela Tushishvili*

Investigation: *Natalia Kharadze, Nana Katsitadze, Dea Pirtskhalaishvili, Davit Dugladze, Natela Tushishvili*

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CONFLICT OF INTEREST

The Authors declare that there is no conflict of interest.

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ГРУЗИНСЬКИЙ СТИЛЬ УПРАВЛІННЯ ТА ДОСЛІДЖЕННЯ ФАКТОРІВ, ЩО ВПЛИВАЮТЬ НА ПОВЕДІНКУ ПІДЛЕГЛИХ У МІНІСТЕРСТВАХ ЕКОНОМІЧНОГО ПРОФІЛЮ

Поведінка керівника має значний вплив на вчинки та почуття співробітників. Останнім часом багато європейських університетських дослідників акцентують увагу на впливі ефективної лідерської поведінки на поведінку підлеглих. Позитивна поведінка керівника по відношенню до свого підлеглого створює відчуття приналежності до організації, що зменшує відтік співробітників з організації та покращує підтримку керівника. Поведінка лідера вивчалася в рамках нашого дослідження. Об'єктом дослідження були міністерства економічного профілю Грузії. Метою статті є аналіз впливу поведінки лідера в гендерному розрізі на такі питання, як сприйняття респондентом себе як цінного працівника, підтримка кар'єрного розвитку респондента, мотивація співробітників до виконання роботи; зусилля, прикладені респондентом на роботі, бажання змінити лідера. Крім того, дослідження було спрямоване на вивчення впливу фінансових виплат на задоволеність і мотивацію співробітників. У дослідженні взяв участь 821 респондент. Для аналізу отриманих даних використано програмний комплекс SPSS. У таких країнах, як Грузія, існує стереотипне ставлення до жінок. Іноді згаданий фактор відбивається й на поведінці лідера. Як наслідок, жінкам доводиться долати різноманітні виклики, часто стикатися з феноменом скляної стелі та ламати стереотипи. У деяких випадках у результаті досліджень видно, що не тільки жінки, а й чоловіки виявляють негативне ставлення до поведінки керівника, що свідчить про недоліки нинішнього стилю управління. У процесі дослідження було сформульовано п'ять гіпотез, і на основі їх аналізу ми розробили рекомендації, які, на нашу думку, є ефективним способом розв'язання багатьох проблем.

Ключові слова: фінансові вигоди, поведінка лідера, поведінка співробітників, гендерний аналіз, мотивація співробітників, лідерські риси

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