

Factors Influencing Innovation of Female Managers on Their Business Performance

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ABSTRACT

Management is a cornerstone of commercial corporations, often regarded as the executive organ of the business entity. The creativity and innovation of managers play a crucial role in the survival and success of any organization, without which firms risk stagnation and decline in the competitive business landscape. The aim of this study is to investigate the factors influencing the innovation of female managers and its impact on business performance in companies located in Zanjan city. Employing the Delphi method, a qualitative-descriptive approach is adopted to conduct applied research and survey research methodologies. By gathering comments and feedback from female executives in Zanjan city companies through three rounds of Delphi surveys, and analyzing responses from 30 participants, six key factors influencing innovation were identified and validated using Mimac software. These factors, as perceived by female executives, include exhilaration, innovation, risk appetite, assiduity, availability of expert human resources, and tension reduction. The study concludes with practical recommendations derived from the research findings, offering insights for managerial practice and organizational development.

Introduction

Innovation, a multifaceted and dynamic process, plays a pivotal role in driving progress and growth within organizations and societies. The innovation process encompasses various phases and sequences that can vary depending on the specific circumstances and the type of organization. Generally, the innovation process involves apprehending market needs or in-

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novative opportunities, adopting or changing existing technologies, devising new products or services when necessary, and ultimately commercializing these technologies and innovations (Adler, et al., 2000).

Schumpeter (1934) a renowned economist, classified innovation such as new products, new production methods, new supply sources, exploration of new markets, and innovative ways of organizing businesses. However, most economists primarily focus on product and production technology innovations. Product technology refers to knowledge related to creating or upgrading products, while production technology refers to knowledge about producing those products. This distinction underlines the emergence of new products or their upgrades and improvements applied to production processes.

The innovation process intertwines the design, invention, development, and technology transfer phases. Each phase involves the creation and exploration of ideas and concepts, culminating in the exploitation and commercialization of products or services. The key stages of innovation usually follow a structured scheme, involving idea generation, resource search, product development, and post-development activities such as product improvement (Balgiu, 2013).

Given the significance of innovation in enhancing productivity and economic status, nations worldwide are actively seeking to foster creativity and innovation. In the context of developing countries, competition has amplified the importance of employing innovative techniques to achieve efficiency and excellence. For organizations and societies alike, creativity and innovation are indispensable prerequisites for advancement and prosperity. As such, understanding the techniques and principles of creativity and innovation becomes essential for managers, students, researchers, and enthusiasts in this field (Begenirba & Turgut, 2014).

In this study, we aim to explore the factors influencing the innovation aspects of female managers on their business performance. By examining the innovation process and its relevance to female managers, we hope to shed light on the potential barriers and opportunities for women in leadership positions. Understanding how innovation intersects with gender dynamics and managerial roles can provide valuable insights into creating an inclusive and progressive work environment (Dezs & Ross, 2012).

The research seeks to uncover the unique challenges faced by female managers in harnessing creativity and innovation to drive business performance. By identifying the individual, organizational, and social factors

that influence innovation among female managers, we can develop strategies to promote gender diversity and empower women in leadership positions (Fitch & Agrawa, 2014).

In the following sections, the study delves into the innovation process, its characteristics, and the vital role it plays in organizational and societal development. By understanding the intricate relationship between innovation and gender, we can pave the way for a more equitable and prosperous future, where female managers' potential is fully realized and integrated into successful leadership practices.

The study also presents descriptive statistics on various aspects of the Delphi group participants, including their age, career experience, and education level. Furthermore, it delves into the implementation of Delphi's first round, analyzing the consensus among group members regarding factors influencing the innovation of female managers on their business performance. The examination of direct influence variables and the structural model further contributes to our understanding of the innovation process and its interplay with gender-related variables (Furtado et al., 2012).

The research findings and recommendations can serve as a catalyst for creating an inclusive and dynamic work environment that fosters innovation, growth, and success for all members of the organization. By leveraging the insights gained from this study, organizations can embrace creativity and innovation as driving forces for sustainable development and competitive advantage in today's rapidly changing global landscape (Bayrak & Yücel, 2001).

In conclusion, the study emphasizes the need for a comprehensive and inclusive approach to innovation, one that embraces diversity, empowers female managers, and encourages collaborative problem-solving. Only through such an approach can organizations truly unleash the full potential of their workforce and drive innovation to new heights, leading to greater success and prosperity for all stakeholders involved.

Literature Review

When exploring the concept of management through various texts and references, one will come across a multitude of definitions, each with its own similarities and differences. In essence, there is no universally accepted and approved definition of management. Management experts and

authors offer diverse definitions based on their unique objectives and perspectives, leading to a plethora of interpretations. The abundance of definitions provided for management is akin to the numerous books compiled by authors on this subject matter. For instance, some managerial references define management as a blend of science and art, involving the coordination of leadership and control over collective activities to achieve desired goals with maximum efficiency (Ansari et al., 2010).

Female Managers

The manager is the person responsible for the company's entire management affairs. The term "gender" is employed in various forms to help people examine the facets of work-related interactions between ladies and men. This issue has often been considered by women in order that they could enhance their social status and change the vision through which their status is regarded by the community. There are blatant differences in the structures of relationships and interpretations regarding the role of women in social and organizational activities taking the cultural components, social classes, religious beliefs as well as many other factors in various societies into consideration. Many experts, particularly in the United States and England do not believe in dissents regarding the activities of ladies and men as they maintain that the perceptions of inequality are primarily raised by women who seek to prove that they are able to reconcile themselves with men (Marshall, 2007; Dorzhu & Ondar, 2018).

In the conventional division of human resources within organizations, whether consciously or unconsciously, women are marginalized as though their ascent and advancement are deemed trivial to other people and even their elevation to higher degrees is occasionally considered eccentric and intolerable since the prevailing premise is that women ought to be marginalized and they should never reach the pinnacle of their career (Wirth, L. 2002). Human resources are one of the most vital and precious reserves in the developing countries. Providing that these countries could train their human resources towards the promotion of their excellence and expertise, they would be able to vie with the industrialized countries. In the conventional division of human resources in organizations, whether consciously or unconsciously, women are marginalized as though their ascent and advancement are deemed trivial to other people, and even their

elevation to higher degrees is sometimes considered eccentric and intolerable since the prevailing premise is that women ought to be marginalized and they should never reach the pinnacle of their career. According to the study conducted pivoting upon the latest official statistics proclaimed by the Statistical Center of Iran, there is a significantly blatant difference between the economic participation rate of men and women in Iran. Based upon the results obtained in the spring of 2011, the economic participation rate in the population of 10 and higher was 38.2% throughout the whole country. The variables estimated for men and women are 62% and 14.3% respectively. On the understanding that the population aged 15 or more was assumed to be the working age, the economic participation rate would be 41.9% throughout the entire country. The variables estimated for men and women are 68.2% and 15.7% respectively. The presence of women in the management arena encompasses a variety of contentions, challenges, and complications in regard to which a lot of investigations are required (Ahmadi KohanAli et al., 2013).

The Challenges Women Face in Management Positions

Saeedi (1384), an Iranian sociologist and university professor, sheds light on the surveillance that women experience when appointed to management positions. He argues that such scrutiny is not only unjustified in society but also contradicts prevailing public perceptions. Female managers find themselves under constant scrutiny and are required to be more vigilant in order to maintain their positions, while their male counterparts do not face similar challenges. This situation arises due to fallacies such as the belief in the superiority of men over women in terms of managerial authority, the persistence of patriarchal tendencies in managerial appointments, and the stereotype that women are overly cautious in decision-making or are more emotional than men. These misconceptions contribute to the underrepresentation of women in management positions, despite their dedicated efforts and hard work.

In the past, women's managerial opportunities were limited to administrative roles. Various studies reveal that women encounter more obstacles than men in their journey to secure managerial positions. Arikan (2003) highlights several reasons behind the lack of promotion of women to managerial roles, including sex-role stereotypes, family responsibilities

that women are often burdened with, lower self-assurance among women, exclusion of women from professional networks, negative attitudes held by senior managers towards female leaders, and employment discrimination (Ozmutaf et al., 2015).

Scholars have categorized these challenges into four general barriers, namely individual, organizational, cultural, and social barriers (Hossein-dokht et al., 2013). Each of these barriers presents unique obstacles for women striving to advance their careers and secure managerial positions, making it essential to address these issues to promote gender equality and inclusivity in leadership roles.

Individual Barriers

Even when women are promoted to managerial positions, they face a variety of obstacles to their future advancement. Examples of this can be found in the reluctance to be sent on missions and travel with men and the ability to cope with stress and He knew the conflict between work and family.

Organizational Barriers

One of the organizational barriers is the small number of mentors At the highest levels of the organization to train female managers. The term “queen bee” described by Corwin, et al. (2020), means that the female coach is limited and has no desire to train other women. On the other hand, male managers have little desire to coach women. Organizational is a patriarchal organizational culture that acts in accordance with the culture of society and the stereotypes of decision makers, resulting in all organizational mechanisms as well as norms and values. Designed for men and against women.

Social Barriers

Responsibility

Responsibility is the readiness to face and fight problems, which is closely related to decision-making and assertiveness (Bayer, 1996). In order to be

able to make and implement decisions in the interests of the organization (Aparecida da Silva, L., Pelogia Martins Damian, I., & Inês Dallavalle de Pádua, S. (Aparecida, et al. 2010). In addition, he must take responsibility for the consequences of his decisions. In other words, responsibility can have three behavioral dimensions: 1 – Growth Conceptual concept necessary for recognizing social responsibilities) Cognitive dimension (2 – Development of emotions and positive attitude towards accepting social responsibilities) Emotional dimension (and 3 – Development of skills necessary to perform social responsibilities) Dimension operational.

Qualification

Qualification is a fair act in all aspects of the recruitment process, regardless of political affiliation, race, color, nationality, religion or gender (Berg, 1964). The basis of ability, expertise, and moral commitment is regardless of their gender. Motivate employees based on Their ability and lack of gender considerations (Berg, 1964).

Research Question

The research question of is: What are the most important factors influencing the innovation aspects of female managers on their business performance?

It focuses on identifying the most critical factors that influence the innovation aspects of female managers and their impact on business performance. In today's competitive business landscape, innovation plays a pivotal role in the success and growth of organizations. However, women still face challenges in ascending to higher leadership positions and are underrepresented in top management roles. Understanding the key factors that foster or hinder innovation among female managers can shed light on the barriers they encounter and highlight opportunities for promoting gender diversity and inclusivity in leadership positions. By exploring these factors, the research aims to provide valuable insights that can lead to more effective leadership practices, improve organizational performance, and empower female managers to reach their full potential as innovative leaders (Dwyer et al., 2003).

Variables

A variable is a characteristic or factor that can vary and take on different numerical values, exhibiting variability and properties that can be observed, controlled, or intervened by the researcher (DiStefano, et al., 2019). In this study, the research variables encompass aspects of innovation among female managers and business performance. These variables serve as key elements of investigation, allowing for a comprehensive analysis of how innovation behaviors and outcomes influence the overall performance of female managers in their respective organizations.

Methodology

The present research is applied in terms of type of purpose because the obtained results can be used and respond to a problem in the real world and eliminate a specific need. Applied research is research that uses the theories, regularities, principles, and techniques developed in basic research to solve practical and practical problems. It is also, depending on the method, descriptive-qualitative research.

It is a survey method because in this research, a questionnaire is used to collect data to test hypotheses and the questionnaires are given to a community to get information about the distribution, characteristics, attitudes, and beliefs of that community because the results of the study It can be used by the managers of Zanzan province and other provinces to improve this matter. The present study is practical in terms of purpose.

Data Collection

The method of collecting information in the form of a library and field and The measurement tool of this research is a questionnaire. Library method: In this method, to collect information about the hypotheses and objectives of the research and also to collect information related to the literature on the subject and the background of the research, books, dissertations, articles, the World Wide Web, and a database are used.

Field-documentary method: According to what was specified in the objectives, field methods should be used to measure the indicators. In the field studies section, a questionnaire was used to collect the required information. In order to collect information in the main part of the survey

and measure the variables of the survey, A questionnaire was used. A questionnaire is one of the most common tools for collecting information in survey surveys. Each questionnaire is usually a set of purpose-oriented questions. In each questionnaire, the opinion and point of view of a respondent are measured using different scales.

Sampling Method

Sampling is a process in which several units are selected to represent the larger community from which they have been selected. Delfia's purpose and scope, quality of decision, ability to research in study administration, internal and external validity, time of data collection, and resources available, the scope of the question is responsive. In Delphi, usually from Etrogen samples are usually used to obtain a wide range of opinions, quality responses, and acceptable solutions. in this Research Based on the Delphi method, 30 female managers of Zanjan city have been selected.

Data Analysis

In this study, extensive research background was considered, and a selection of factors previously proven to impact business performance was made using the Mick Mac software to identify these crucial elements within the specific society under investigation. Innovation, as a multifaceted phenomenon, has transcended the conventional emphasis solely on science and technology. It has become a subject of study in various disciplines, encompassing the behavioral sciences and economics. Examining innovation from different perspectives highlights the significance of individuals' behavior in the innovative process and the economic motives and conditions that drive innovation in enterprises and industries. The characteristics of innovation and its various facets need to be identified to comprehensively explore these aspects (Keshavarz et al., 2010).

Some of the essential characteristics of innovation are as follows: Firstly, novelty and authenticity are key attributes, where unique and unparalleled ideas are considered innovative, while mundane and repetitive thoughts hold little creative value. Secondly, appropriateness and functionality are crucial aspects, where innovative ideas are not only imaginative

but also practical, offering valuable solutions to diverse challenges and needs, thereby demonstrating high productivity levels. Thirdly, creative thinking should address issues or meet scientific and practical necessities, providing versatile solutions suited to specific circumstances and effectively resolving problems in a realistic and rational manner. Finally, durability is significant, implying that creative ideas should hold stability over time and withstand superficiality, ensuring they contribute genuinely to innovation and invention (Agarwal & Prasad, 1997).

The Innovation Process

Innovation is a multifaceted and intricate process that can vary depending on the circumstances and the type of organization. However, the general framework of the innovation process comprises several key phases:

1. Identifying market needs or innovative opportunities from the perspective of clients or users.
2. Implementing changes in existing technology or adopting new technologies to meet the identified needs or opportunities.
3. Developing new products or services through inventive processes, if required.
4. Commercializing technologies, products, or services to bring them to the market and make them available to consumers.

Schumpeter (1934) is a renowned economist who classified innovation into distinct categories, including new products, novel production methods, innovative supply sources, exploration of untapped markets, and new approaches to organizing businesses. These categories highlight the diverse ways in which innovation can manifest and impact various aspects of business and industry. However, most of the economists concentrate on the first two items. As an instance, Schumpeter (1934) maintains that the distinction between “production technology” and “product technology” is pivotal to grasp innovation. He defines the product technology and production technology as knowledges of how to create or upgrade products and how to produce products respectively. Through the same approach, the terms “product innovation” and “innovation in production processes” are also explained as the emergence of new products or their upgrades and the enhancements applied to production modes respectively (Keshavarz et al, 2010).

The innovation process merges the design, invention, development and transfer of technology with each other. In each phase, ideas and concepts are created. Yet, the innovation process fulfills when these phases lead to the exploitation and commercialization of a product in due course. The key stages of the innovation process are usually defined within the framework of a scheme for this type of organization, widely employed in innovation from 1980 on, is a more efficacious approach. Each innovation scheme usually commences with an idea that often involves some sort of a technical solution for the current or future essentials of the client. After proposing the idea, next stage is called resource search phase where ideas are fulfilled. Each idea, hinging upon its complexity, may require several days to several years of work and endeavor to flourish. This flourishing stage of the idea is called product development. Once a product is developed, its production and supply are determined subsequently and further, post development activities (product improvement, etc.) might be necessary (Agarwal & Prasad, 1997). Therefore, innovation is also defined as the desire and ability of the organization adapt or develop innovation in the form of a product, service, process or business system (All Ariss et al, 2012).

Today, virtually the entire nations throughout the world are seeking to ascend their productivity level and boost their economic status in the wake of creativity and innovation. One of the chief grounds for the soaring importance of creativity and innovation is the emergence of competition among developing countries. Through the utilization of creativity and innovation techniques, we will be able to reach our goals efficiently and effectively along with enjoying a developed and leading society. Creativity and innovation are prerequisites for the excellence and advancement of an organization or society and knowledge of its techniques is an indispensable essential for the managers, students, researchers, and enthusiasts of this field. (Siadat et al, 2013). In general, the grounds for the prominence of innovation within an organization as well as the essentials for taking heed of it could be summarized in figure1.

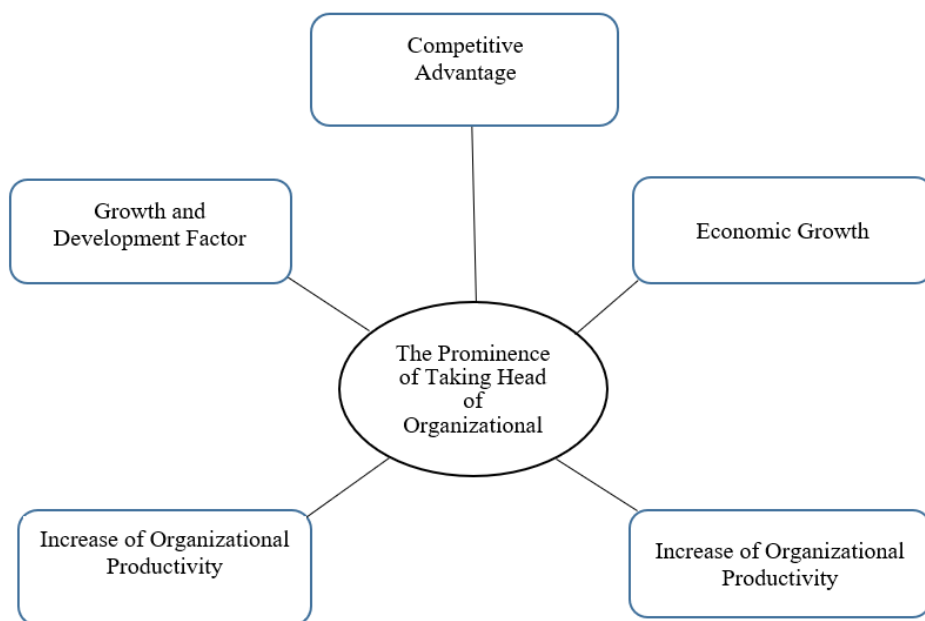


Figure 1: The Prominence of Taking Heed of Organizational Innovation

Source: Siadat et al., 2013:76

Descriptive Statistics

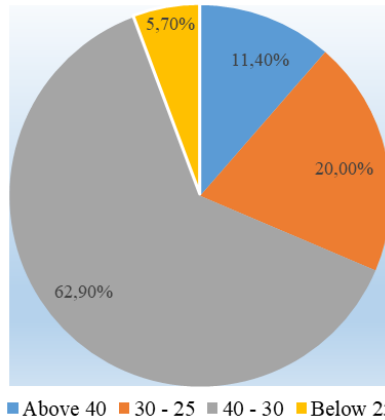
Age of Respondents

Table 1 displays the frequency distribution of respondents participating in the Delphi group based upon age category. As it could be observed, 2 of the respondents (5.7%) are under 25 years old, 7 of them (20%) are in the age range of 25-30, 22 of the respondents and participants in the Delphi group (62.9%) are in the age range of 30-40 and 4 of them (11.4%) are over 40 years old. Therefore, the majority of the respondents are in the age range of 30-40 whose frequency distribution as a diagram is displayed in Figure 2.

Table 1: Frequency Distribution of Respondents Based on Gender

	Frequency	Percentage	Cumulative Percentage
Under 25	2	5.7	5.7
25-30	7	20.0	25.7
30-40	22	62.9	88.6
Over 40	4	11.4	100.0
Total	35	100.0	

Source: Own Compilation

**Figure 2: Frequency Distribution of Respondents Based on Age**

Source: Own Compilation

Career Experience

The second inquiry of the questionnaire was concerning the respondents' career experience. The frequency distribution of respondents based on their career experience is manifested in Table 2. The career experience for 9 of the respondents (25.7%) is under 5 years and 3 of them enjoy a career experience range of 5-10 years. Moreover, 17 (48.6%) and 6 (17.1%) of them hold 10-15 and over 15 years of career experience respectively whose frequency distribution as a diagram is displayed in Figure 3. The majority of the respondents possess 10 to 15 years of vocational experience.

Table 2: Frequency Distribution of Respondents Based on Career Experience

	Frequency	Percentage	Cumulative Percentage
Under 5 Years	9	25.7	25.7
5-10	3	8.6	34.3
10-15	17	48.6	82.9
Over 15	6	17.1	100.0
Total	35	100.0	

Source: Own Compilation

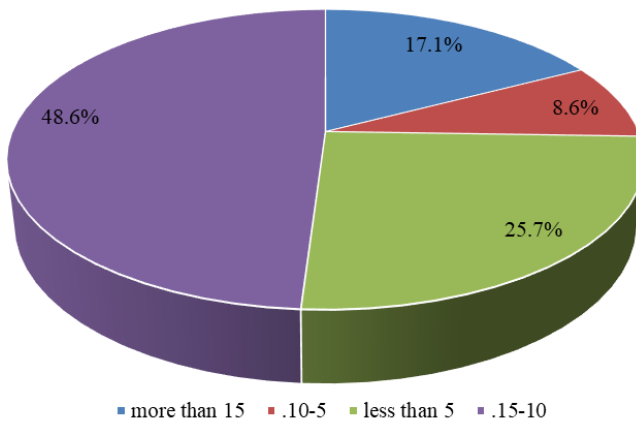


Figure 3:

Frequency Distribution of Respondents Based on Career Experience

Source: Own Compilation

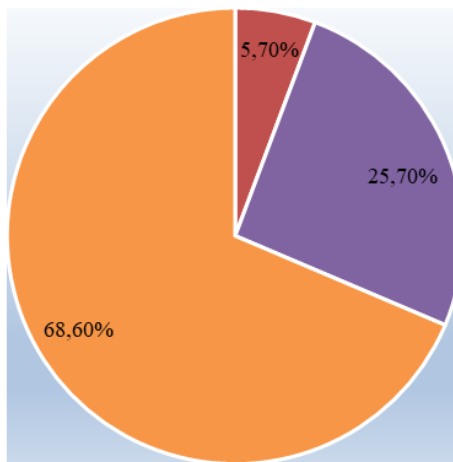
Education Level

The frequency distribution of respondents based on their education level is shown in Table 2. As it could be observed, 24 (68.6%), 9 (25.7%), and (5.7%) of the respondents hold bachelor’s, master’s, and doctoral degrees respectively whose frequency distribution as a diagram is displayed in Figure 4.

Table 3: Frequency Distribution of Respondents Based on Education Level

	Frequency	Percentage	Cumulative Percentage
Bachelor's Degree	24	68.6	68.6
Master's Degree	9	25.7	94.3
Doctoral Degree	2	5.7	100.0
Total	35	100.0	

Source: Own Compilation



■ Doctoral degree ■ Master's Degree ■ Bachelor's Degree

Figure 4: Frequency Distribution of Respondents Based on Education Level

Source: Own Compilation

Implementation of Delphi's First Round

As was declared earlier, One of the methods employed for group knowledge acquisition is the Delphi technique, a structural-based process for predicting and helping decision-making during surveys, data collection, and eventually group consensus. Albeit the previous studies always in a dearth of a theoretical framework for the Delphi technique, with regard to the large number of studies conducted, reaching a simple theoretical framework is straightforward. A group comprised of 35 experts with different expertise, age, and education partook in this research. In two rounds of questionnaire distributions, their opinions regarding the factors influencing the innovation of female managers on their business

performance were gathered. In the first questionnaire, initially, the 20 factors that seemed to affect the innovation of female managers were presented to the members of the Delphi group on a 5-degree scale to which they were asked to assign a score according to their importance. These comments were finally summed up and, after initial calculations, were re-submitted to the group members during the second-round questionnaire so as to determine the importance.

The consensus among the group members concerning the factors in the first round Via the utilization of the Kendall correlation coefficient, the consensus amongst the group members concerning the effective factors was calculated. Kendall rank correlation (Kendall's tau coefficient) coefficient is a statistic used to measure the ordinal association between two measured quantities. This coefficient is employed when we encounter more than two sets of ranks and we are pursuing to fathom the extent to which the ranks given by m arbitrator to n agent, individual, or object are agreed upon.

The formula of this coefficient is $\tau = \frac{S}{\sqrt{S^2 + Q}}$ where S is the sum of squared ranks, m is the number of arbitrators and members of the group, and n is the number of factors or objects ranked. Kendall's tau coefficient was computed via SPSS software. Table 4 shows the correlation coefficient as well as other statistics. As it could be beheld, 35 experts commented on the factors influencing the innovation of female managers in their business performance. The experts' Cohen's kappa coefficient on the factors equals 0.188 which is considered to be weak given the range 0 to 1. As a matter of fact, it could be uttered that the experts partaking in the study did not hold a potent and decisive consensus on the factors influencing the innovation of female managers on their business performance. Besides, the calculated Chi-square for the average rankings of the investigated factors equals 125.351, with 39 as degrees of freedom at the probability value of 0.001. Hence, it could be asserted that the ranks obtained from the Delphi group's comments on the factors influencing the innovation of female managers on their business performance in the first round were significant and the computed ranks and preferences are different from the viewpoint of Delphi group members. The average rank of the factors in the first round is manifested in Table 4.

Table 4:
Statistics Related to Kendall Correlation Coefficient in the First Round

Quantity	35
Kendall Correlation Coefficient w	0.188
Chi-square	125.351
Degrees of Freedom	19
Significance Level	0.000

Source: *Own Compilation*

In Table 5, the average ratings of the factors influencing the innovation of female managers on their business performance in the first round of polls from the Delphi group are displayed. As it could be discerned, the ranking of the top 10 factors is as follows: the leading factor according to the standpoint of Delphi group members in the first round belongs to the exhilaration of female managers with an average rating of 16.2 and the ownership-centricity factor is ranked second with an average rating of 13.6. Furthermore, the average ratings for the 3rd, 4th, 5th, 6th, 7th, 8th, 9th and 10th rankings are 13.07, 12.29, 12.04, 11.97, 11.37, 11.36, 10.61 and 10.24 respectively.

Also, the 5 factors having moderate ranks are as follows: The 11th, 12th, 13th, 14th and 15th rankings belong to the factors thoughtfulness with an average rating of 10.21, opportunism with an average rating of 9.54, bravery with an average rating of 9.20, solutionism with an average rating of 9.00 and collaborative participation with an average rating of 8.84 respectively.

Ultimately, the 5 factors having less importance compared to other factors are as follows: The 16th, 17th, 18th, 19th, and 20th rankings belong to the factors high level of communication with an average rating of 8.71, education viability with an average rating of 8.49, creativity with an average rating of 8.46, prediction of opportunities with an average rating of 8.33 and assiduity with an average rating of 6.46 respectively.

Table 5: Average Ratings of Factors in the First Round

Factors	Average Rating	Ranking
Exhilaration	16.20	1
Ownership-Centricity	13.60	2
Advocacy of Research	13.07	3
Peacefulness	12.29	4
Landscape Ownership	12.04	5
Risk Appetite	11.97	6
Care for Career Development	11.37	7
Innovativeness	11.36	8
Competitiveness	10.61	9
High-Level of Self-Confidence	10.24	10
Thoughtfulness	10.21	11
Opportunism	9.54	12
Bravery	9.20	13
Solutionism	9.00	14
Collaborative Participation	8.84	15
High-Level of Communication	8.71	16
Education Viability	8.49	17
Creativity	8.46	18
Prediction of Opportunities	8.33	19
Assiduity	6.46	20

Source: Own Compilation

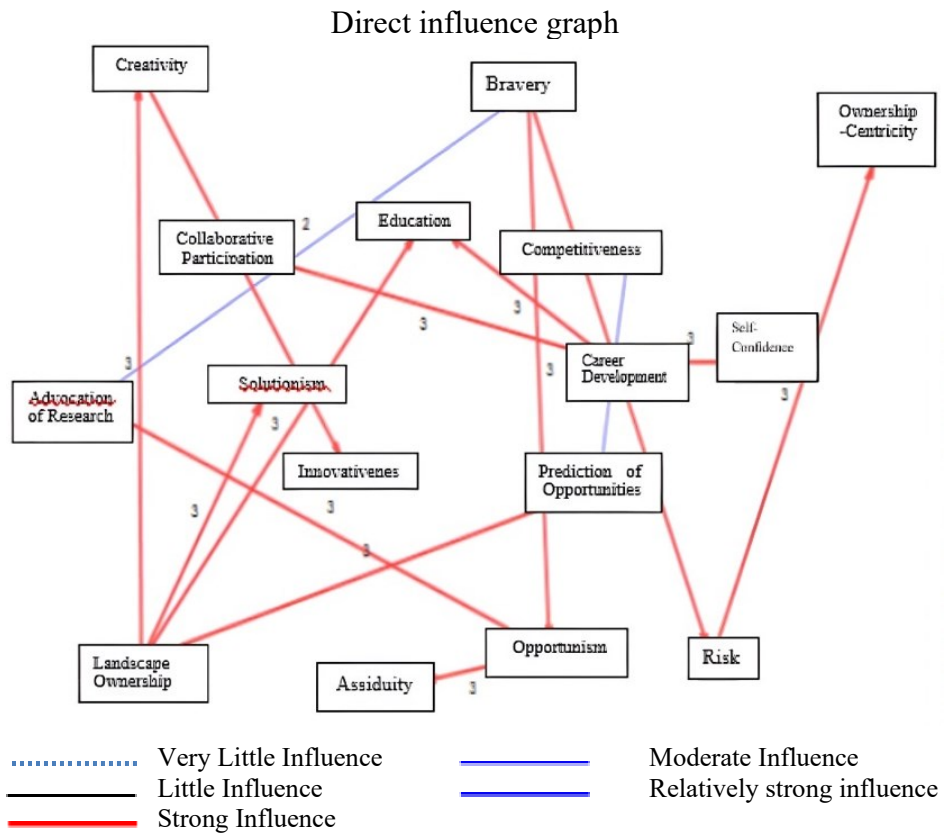


Figure 5: The Plan of the Foremost Direct Influence of the Variables

Source: The Researcher's Calculations

As it could be perceived, The Landscape Ownership variable directly influences the prediction of opportunism, solutionism, education viability, and exploration. Moreover, the care for career development variable directly influences risk appetite, bravery, education viability, high level of self-confidence, and collaborative participation. The two cores affecting the implemented structural model care for career development and landscape ownership, both of which influence the other variables.

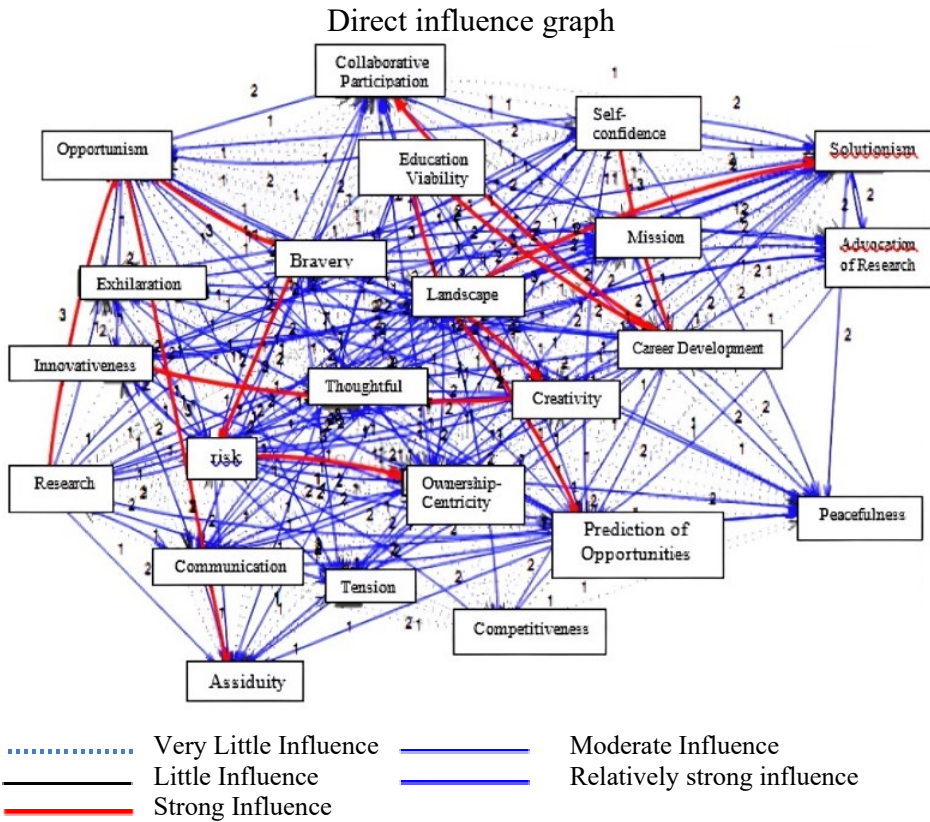


Figure 6: The Plan of Rirect Relations of All the Variables

Source: The Researcher’s Calculations

Planning and Practical Suggestions

Based on the research findings, six factors were identified to significantly impact the innovation of female managers and their business performance. These factors include being excited, innovative, risk-taking, hard-working, possessing specialized expertise, and reducing stress. Based on these results, the following recommendations are suggested:

Firstly, to foster the creativity of female managers, it is advisable to design tasks that encourage the use of creative problem-solving methods during decision-making processes within the organization. Creating an

environment that allows female managers to embrace their emotional intelligence and use it constructively can contribute to their innovative capabilities and overall effectiveness as leaders.

Secondly, promoting workplace diversity can play a crucial role in enhancing the management behavior of female leaders. A diverse workspace cultivates excitement and inspiration among female managers, positively influencing their leadership performance. Avoiding monotony and mundane routines within the company can further stimulate the creativity of female managers, leading to novel and inventive solutions.

Thirdly, to nurture and develop the innovation capacity of female managers, organizations should focus on continuous improvement of work processes. Encouraging and supporting managers to introduce and test innovative approaches, such as new methods and ideas, can drive organizational growth and success.

Additionally, creating opportunities for individual participation sessions in solving organizational problems, while considering gender differences, can foster a culture of innovation and inclusivity within the organization. Utilizing brainstorming sessions can harness the diverse perspectives of female managers and tap into their innovative potential.

Lastly, recognizing the vital role female managers play in stress reduction at the workplace is essential. Leveraging their attention to order and planning can help establish a disciplined and effective working environment, enabling female leaders to bring out their best qualities in managing teams and achieving organizational goals.

In conclusion, implementing these recommendations can empower and enable female managers to thrive in leadership positions, contribute to organizational innovation, and drive positive outcomes for the business as a whole. Embracing the unique qualities and strengths of female leaders is key to fostering a diverse and dynamic work environment that promotes creativity, efficiency, and success.

Conclusion

In conclusion, this study underscores the significance of women's management innovation and its potential influence on organizational performance. Arikan's (2003) research on "Kadın Yöneticilerin Liderlik Davranışları ve Bankacılık Sektöründe Bir Uygulama" (Leadership Behaviors of Female Managers and an Application in the Banking Sector) further enriches our comprehension of women's roles in leadership. Arikan's findings accentuate the pivotal role of gender diversity in propelling organizational change through innovative managerial approaches. Scrutinizing the behaviors and leadership styles of female managers in banking, the study illuminates how women's management innovation can catalyze positive shifts within organizations.

Arikan's (2003) research suggests that emotional intelligence, innovation, risk-taking, hard work, specialized expertise, and stress reduction are critical factors shaping the performance and innovation of female managers. The spotlight on emotional intelligence as the foremost factor underscores the importance of understanding and leveraging emotions in leadership, which can foster improved decision-making, team synergy, and overall organizational efficacy.

As evidenced by the Delphi group's participation in our study, these factors emerge as linchpins in the success of female managers, eclipsing other elements in their impact on business performance. This study reinforces the notion that empowering and advancing women into leadership positions can yield favorable organizational outcomes. Embracing women's management innovation can set organizations on a trajectory of positive evolution, growth, and enhanced performance amid the dynamic and competitive business landscape. Hence, it behooves organizations to acknowledge the potential dividends of gender diversity and to cultivate an inclusive milieu that nurtures and champions the innovative contributions of female leaders.

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