

Research on The Leadership Model of Chinese And Western Women in the Context of Organizational Change

Chunxiao Zheng

Lyceum of the Philippines University Manila, Philippines, 1002

Abstract: This study explores the leadership differences between Chinese and Western women in the process of organizational transformation. It begins by analysing respondent demographics, including age and work experience, to give a comprehensive picture of the study's participant base. The study then reveals the leadership styles and patterns adopted by these women, highlighting differences and shared practices. Decision-making styles, communication strategies, and strategies were carefully studied, highlighting the profound impact of culture on leadership behavior. In addition, the study reveals the critical role of resource allocation, among other things, in supporting women leaders in organizational change. Finally, this study proposes actionable guidelines to promote an empowering environment for women leaders in the context of Chinese and Western organizations.

Keywords: Leadership models; Chinese women; Western women; Organizational change

1. Introduction

Leadership is the cornerstone of effective organizational management, guiding businesses, government agencies, and nonprofit organizations toward their goals. In recent years, there has been a growing recognition of the significance of gender diversity in leadership positions. Women leaders bring a unique set of qualities and perspectives that can significantly impact an organization's success.

This study seeks to delve into the leadership styles, models, and approaches employed by women leaders, with a specific focus on comparing Chinese and Western women. These two regions represent distinct cultural and organizational contexts, making them particularly intriguing subjects of investigation. The research aims to uncover similarities, differences, and best practices in the leadership practices of Chinese and Western women. China, with its rich cultural heritage and rapid economic growth, presents a compelling case for examining women's leadership roles within a unique societal and organizational framework. The increasing presence of women in the Chinese workforce and leadership positions underscores the need to understand their leadership styles and their impact on organizations undergoing change.

2. Literature Review

The study of Latta (2019) introduces the Cultural Interaction Model of Leadership and Power (LP-CIM), which proposes that cultural norms within an organization shape the effectiveness of different leadership approaches. The model suggests that leaders will be successful when they practice forms of leadership that align with the organization's cultural norms. It outlines leadership theories that correspond to six normative academic cultures, along with influence tactics supported or prohibited by each theory. The LP-CIM framework enables the selection of a leadership theory that aligns with an organization's culture, predicts the unifying or subversive effect of power based on the leader's influence tactics, and considers various factors that may moderate the application of the model.

Furthermore, according to Smith (2020) explores the applicability of Western leadership strategies in Asian contexts, particularly in China. It investigates how Chinese culture, including aspects like harmony and socialism, influences the development of educational leadership. Based on interviews with faculty members in a Chinese university, the study suggests that leadership in Chinese organizations can be influenced by cultural factors, leading to a more distributed or shared model, even in hierarchical institutional settings.

3. Data research

3.1 Profile of the Respondents

This part presents the distribution of the profile of the respondents in terms of age,work experience,field of work,and leadership experience.

Table 1 presents the demographic profile of the respondents in terms of their age distribution.

Table1:Profile of the Respondents in terms of Age

Age	Frequency	Percent(%)
18-24 years old	24	19
25-34 years old	31	24
35-44 years old	26	20
45-54 years old	30	23
55 years old and above	19	15
Total	130	100

The data reveals a diverse representation of participants across various age groups. Notably, the largest cohort of respondents falls within the 25-34 years old category, comprising 24% of the total sample, closely followed by the 45-54 years old group at 23%. This suggests a substantial presence of both young and middle-aged individuals in the survey. The 35-44 years old and 18-24 years old categories each account for 20% and 19% of the respondents, respectively, demonstrating a balanced distribution across these age brackets. The 55 years old and above category, while the smallest in terms of numbers, still constitutes 15% of the sample. This age diversity is crucial as it allows for more comprehensive insights into the survey's subject matter, catering to a wide range of perspectives and experiences among respondents.

3.2 The Leadership Styles and Models Employed by Chinese And Western Women in the Context of Organizational Change

This study presents the leadership styles and models employed by Chinese and Western women in the context of organizational change.

Table shed light on the leadership styles and models preferred by Chinese and Western women in the context of organizational change, ranked from the highest to lowest mean, with a composite mean to provide an overall interpretation.

Table5:The Leadership Styles and Models Employed by Chinese and Western Women in the Context of Organizational Change in terms of Leadership Styles

Statements	Mean	Interpretation
1.Chinese women leaders favor transformational leadership,inspiring innovation during change.	3.24	Agree
2.Western women leaders opt for democratic leadership,emphasizing collaboration in change.	3.22	Agree
3.Chinese women leaders embrace collectivism,nurturing unity during change.	3.25	Strongly Agree
4.Western women leaders practice participative leadership,involving teams in decisions during change.	3.25	Agree
5.Chinese women leaders exhibit resilience and determination in guiding teams through change.	3.24	Agree
6.Western women leaders champion inclusive leadership,fostering diversity and belonging in change.	3.25	Strongly Agree
7.Chinese women leaders adopt paternalistic leadership,combining authority with care during change.	3.27	Strongly Agree
8.Western women leaders embody servant leadership,empowering team members during change.	3.23	Agree
9.Chinese women leaders consider holistic leadership,adapting change strategies to culture.	3.26	Strongly Agree
10.Western women leaders employ transactional leadership,setting clear goals and rewarding outcomes in change efforts.	3.27	Strongly Agree
Composite Mean	3.25	Agree

Legend:3.25-4.00=Strongly Agree;2.50-3.24=Agree;1.75-2.49=Disagree;1.00-1.74=Strongly Disagree

On the Western front, women leaders prioritize paternalistic leadership (Mean=3.27), which combines authority with care during change, signifying their commitment to maintaining a balance between control and employee well-being. They also champion inclusive leadership (Mean=3.25), fostering diversity and belonging during change, underscoring their dedication to creating an inclusive organizational culture. In third place, Western women leaders practice participative leadership (Mean=3.25), involving teams in decisions during change, highlighting their commitment to collaboration and shared decision-making. Additionally, they employ transactional leadership (Mean=3.27), setting clear goals and rewarding outcomes in change efforts, emphasizing their focus on results and performance.

4. Summary of findings, conclusions and recommendations

4.1 Summary of Findings

Chinese and Western women leaders exhibit strong decision-making abilities during organizational change, with Chinese leaders favoring collective and cautious approaches, while Western leaders emphasize involvement, efficiency, empowerment, innovation, and data-driven decisions. Both groups possess robust communication skills, with Chinese leaders using subtle, indirect communication rooted in collectivism, and Western leaders employing clear, direct, and data-driven communication. Cultural influences significantly impact their leadership styles, with Chinese leaders valuing harmony and collectivism, and Western leaders emphasizing individual empowerment and egalitarianism. Ethical leadership is universally important but varies in priorities, with Chinese leaders focusing on Confucian ethics and Western leaders on transparency and fairness. These findings highlight the need for leaders to adapt to cultural nuances in diverse change contexts.

4.2 Conclusions

Based on the highlights of the findings, the following conclusions were as follows:

4.2.1 The study concludes that participant demographics were diverse, representing various age groups, work experiences, fields of work, and leadership roles, enriching the research's holistic understanding.

4.2.2 The results reveal that Chinese and Western women leaders exhibit effective leadership styles during organizational change, emphasizing adaptability, transparency, and diversity, showcasing their adaptability and shared leadership qualities.

4.2.3 The analyses suggest that the relationship between leadership styles and broader leadership approaches is generally weak, suggesting that other factors influence leadership behaviors during change.

4.3 Recommendations

After carefully gathering the necessary data, the researchers developed the following recommendations:

4.3.1 Diversity and Inclusion Training: Organizations should invest in diversity and inclusion training programs that educate employees about unconscious bias, gender equality, and the value of an inclusive workplace culture. This training should be mandatory for all staff to foster a more inclusive environment.

4.3.2 Feedback Mechanisms: Establish comprehensive feedback mechanisms that encourage open, constructive feedback for women leaders during times of organizational change. Implement 360-degree feedback systems and ensure that feedback is fair, transparent, and supports a psychologically safe environment for growth.

4.3.3 Resource Allocation: Organizations should prioritize equitable resource allocation to support women leaders during periods of change. This includes fair distribution of budgets for leadership development programs, equal opportunities for impactful projects, sponsorship and mentorship programs, and active measures to address systemic barriers that hinder women's career advancement.

References:

- [1] Ahmad, N.H., et al. (2018). Sustainable development: The colors of sustainable leadership in learning organization. *Sustainable Development*, 26(5), 473-484.
- [2] Aiston, S. (2022). Supporting leadership development: Women academics in the Hong Kong academy. *Journal of University Teaching & Learning Practice*, 19(1): 19-44.
- [3] Babalola, M.T., et al. (2018). A social exchange perspective on why and when ethical leadership foster customer-oriented citizenship behavior. *Journal of Business Ethics*, 149(3), 671-683.
- [4] Bligh, M.C., et al. (2018). Leading and learning to change: The role of leadership style and mindset in error learning and organizational change. *Leadership & Organization Development Journal*, 39(3), 352-364.
- [5] Buzzanel, P.M. (2018). Women's career equality and leadership in organizations: Creating an evidence-based positive change. *Human Resource Management*, 57(1), 219-227.