



Gender Differences in Decision-making and Leadership: Evidence from Armenia

Diana Minasyan, Gayane Tovmasyan

► To cite this version:

Diana Minasyan, Gayane Tovmasyan. Gender Differences in Decision-making and Leadership: Evidence from Armenia. *Business Ethics and Leadership*, 2020, 4, pp.6 - 16. 10.21272/bel.4(1).6-16.2020 . hal-03697855

HAL Id: hal-03697855

<https://hal.science/hal-03697855>

Submitted on 17 Jun 2022

HAL is a multi-disciplinary open access archive for the deposit and dissemination of scientific research documents, whether they are published or not. The documents may come from teaching and research institutions in France or abroad, or from public or private research centers.

L'archive ouverte pluridisciplinaire **HAL**, est destinée au dépôt et à la diffusion de documents scientifiques de niveau recherche, publiés ou non, émanant des établissements d'enseignement et de recherche français ou étrangers, des laboratoires publics ou privés.

Gender Differences in Decision-making and Leadership: Evidence from Armenia

[http://doi.org/10.21272/bel.4\(1\).6-16.2020](http://doi.org/10.21272/bel.4(1).6-16.2020)

Diana Minasyan, ORCID: <https://orcid.org/0000-0001-5493-7454>

PhD, Lecturer at the Department of Accounting and Auditing, Armenian State University of Economics; Chief accountant at CJSC "Factory of reinforced bridge concrete structures", the Republic of Armenia

Gayane Tovmasyan, ORCID: <https://orcid.org/0000-0002-4131-6322>

PhD, Senior Researcher at "AMBERD" Research Center of the Armenian State University of Economics; Lecturer at the Armenian State University of Economics; Lecturer at the Public Administration Academy, the Republic of Armenia

Abstract

This paper summarizes the arguments and counterarguments within the scientific discussion on the issue of gender differences in decision-making and leadership positions. The main purpose of the research is to find out if there are gender differences in decision-making styles, career development, and leadership and reveal the main causes. A systematization of literary sources on the issue of gender differences in the decision-making process indicates that there are real differences: women are more sensitive, men are overconfident, men tend to be leaders more than women. Investigation of the topic proves that in leadership positions men are promoted more than women are, also there is a payment gap between genders. Analysis in the paper is carried out in the following logical sequence: the statistical data available has been analyzed, and then a survey is done, which reveals some issues of gender differences in leadership and decision-making in workplaces in Armenia. Based on the generalization of the results, the differences in decision-making are determined and the corresponding conclusions are drawn. Methodological tools of the research methods were analysis and synthesis of the available data, survey, and statistical methods: cross-tabulation with Pearson Chi-square testing, which proves that there are significant relationships between some factors. The paper presents the results of an empirical analysis, which shows that in Armenia women and men make decisions differently, women have less opportunities for career promotion. The survey reveals that women make decisions in groups, men – alone. The main characteristics of women during the decision-making process are: analytical thinking, consulting, honesty and intuitive thinking. The survey also reveals the main reasons why men are appointed to leadership positions and the main stereotypes that hinder women's career advancement. The results of the research can be useful for state bodies, labor market, organizations, educational institutions, researchers, etc.

Keywords: gender, inequality, decision-making, leadership, Chi-square testing, survey, gender differences.

JEL Classification: D7, J16.



This work is licensed under a Creative Commons Attribution 4.0 International License

Cite as: Minasyan, D., Tovmasyan, G. (2020). Gender Differences in Decision-making and Leadership: Evidence from Armenia. *Business Ethics and Leadership*, 4(1), 6-16. [http://doi.org/10.21272/bel.4\(1\).6-16.2020](http://doi.org/10.21272/bel.4(1).6-16.2020).

© The Authors, 2020. This article is published with open access at Sumy State University.

Introduction

The effectiveness of work depends mainly on the workers. Depending on gender, the decisions made in the organization may have a different level of efficiency. Nowadays, gender inequality issues really matter in workplaces. In many organizations, the salary of women is lower. They also have less opportunities to be promoted. The purpose of the article is to reveal the gender differences in working and decision-making process that impact the effectiveness of management and the overall performance of the organization. In the article current data available from the Statistical Committee of the RA are analyzed, the data of Armenia in the Gender Gap report are discussed, the Gender pay gap report and Human development index are analyzed, besides a survey is done among 100 participants, for revealing their experiences and faced problems. The analyses show that there are more women workers in some sectors of the economy, and in some sectors male

workers exceed. Besides, in all areas, women are paid less than men are. The survey also reveals the main differences in decision-making styles, career promotion.

Literature review

Here we will discuss some aspects of gender differences in the working process, leadership and decision-making.

Women are much more interested in relationships than tasks. Men prefer to build relationships as they're doing the task. Women often like to discuss options out loud before reaching a decision. Men seem to prefer quiet contemplation. In terms of communication, women not only like to discuss things, but nonverbal communication may include lots of eye-to-eye contact, head nodding to indicate agreement, and standing face to face. For some men, some of these things can be threatening. Men talking together will very often be side to side at an angle, a position that's more comfortable for them. Women may interpret this as being secretive or uninterested. Another area where there are significant gender differences in decision-making is in the area of asking others for help. Women make this decision much more quickly than men do. For example, a study was done on employees whose PCs at work became infected with spyware. 64% of women called the IT department for help. Only 30 percent of men did so (Gender Differences in Decision Making).

Another study was done by Muyinudeen and Elsadig (2008) in Malaysia and the results showed that the "Malaysian male managers were more in directive, strategic and risk-taking decision-making styles, whereas their female managers more in democratic, participative, normal-adoptive, consensus, and hesitant decision-making styles than their counterparts. The Malaysian entrepreneurs were more risk-takers than their female counterparts in general".

A study done by Wing et al. (2010) showed that women spend more time on making a decision than males did.

A recent study done in Kenya examined the effect of board diversity and firm performance and the results showed that the relationship between gender and firm performance was positive, this means that gender diverse boards perform better as measured by ROA (Ombaba, 2016).

According to the 2009 McKinsey Report, women's leadership style, unlike men's style, is more people-based and can be described as role modeling. It was also stated that women give clear expectations and rewards. Similarly, a study from 2012 prepared by Zenger Folkman demonstrates that women are rated as more competent when taking initiative, self-development, honesty, and driving for results into account.

Women are more risk-averse (Weber, Blais, and Betz, 2002), have higher social sensitivity, and react by feeling. Men are more overconfident, more optimistic, and react by action (Patel, 2013). Women react more emotionally than men do, especially in negative situations. So, when an immediate response is required, men react by action whereas a women's reaction is to feel (Gorska, 2016).

Many researchers relate masculinity with a task-oriented leadership style and femininity with a relationship-oriented leadership style (Shanmugam et al.).

According to Eagly & Johannesen-Schmidt (2001), men are more assertive, ambitious, aggressive, independent, self-confident, and competitive in the decision-making and working process. Women are more affectionate, helpful, kind, sympathetic, interpersonally sensitive, and gentle. In work situations, women accept others' positions, support others, and contribute to the solution of relational and interpersonal problems.

Another interesting research suggests that women don't rely on intuition more often than men, thus women are just as data-driven and analytical as men, if not more so. In a sample of 32 studies that looked at how men and women thought about a problem or made a decision, 12 of the studies found that women adopted an analytical approach more often than men, meaning that women systematically turned to the data, while men were more inclined to go with their gut, hunches, or intuitive reactions. The other 20 studies found no difference between men's and women's thinking styles. Not a single study found that women tended to be more intuitive in their decision-making styles (Caprino, 2016).

Methodology and research methods

The main purpose of the research is to analyze gender differences in working and decision-making processes that impact the effectiveness of management and the overall performance of the organization.

To achieve this purpose, we have analyzed the same issues available in the literature. Besides, the current state in Armenia was analyzed. Also, a sociological survey was carried out among the workforce in Armenia, to find out how they are involved in decision-making, are there any differences in that process depending on their gender, etc.

Thus, the main methods were: analysis and synthesis, quantitative and qualitative methods, such as statistical method, survey.

The main results were based on the sociological survey among the population. The survey results were analyzed by statistical methods. A database was created, and the key results were obtained by using Cross-tabulations with Pearson Chi-square coefficient testing (setting significance level $\alpha = 0.05$).

Discussion

Gender differences in workplaces, leadership positions, and even salary rates are existing in the world. Some interesting facts are stated in the Gender Pay Gap. Between January 2016 and February 2018, over 2 million people participated in PayScale's online salary survey. They provided demographic information and information about the industry, occupation, location and other factors. Based on the data the Gender Pay Gap report was processed. According to it, where is a significant difference in how men and women are paid. They analyze uncontrolled and controlled gender pay gaps. The uncontrolled gender pay gap is the ratio of median earnings of all women to all men, which has decreased by \$0.05 since 2015. Anyhow, in 2019 women still make only 77.9 cents for every dollar men make, this means that the median salary of women is 22 percent lower than the median salary of men. The controlled gender pay gap takes into account many factors such as job title, years of experience, industry, and location. In this case, the only difference between workers is their gender. It has shrunk by just \$0.008 since 2015, so women now make 97.8 cents for every dollar earned by men. How this difference is explained? It is explained using the opportunity gap, which means that women are less likely to hold higher-level, high-paying jobs than men are. Women also move up the career ladder slower compared to men. An analysis showed that at the beginning of career (age group 20-29), 74 percent of men and 75 percent of women are in personally donor roles. A very small proportion of women reach the manager or higher level by the midst of their career. At the age range of 30-44, which is considered as mid-career, 47 percent of men are usually managers or higher, however, only 40 percent of women reach this level. At the age of older 45, which is late-career, 57 percent of men are working as managers or at higher levels, and only 41 percent of women reach this level. And it is very interesting that only three percent of women reach an executive-level position, compared to eight percent of men.

Another interesting issue was revealed during the salary survey when a great part of workers did not agree that they were paid reasonably by their employer. Women of every race have a more negative viewpoint on the fairness of payment compared to white men.

The report shows that women are paid less compared to men of every occupation. Women are mostly occupied in the spheres of healthcare, personal care & service, education, training, office & administrative support, and community & social services. Men are mostly occupied in construction, installation and maintenance, architecture & engineering, computer science and transportation (Women are still paid less in 2019).

The report states that women are more likely to be unemployed for longer periods of time for caring for children or other family members (The state of the Gender Pay Gap in 2018).

According to the Human development index of UNDP, Armenia was the 83rd with the index of 0.755. The Gender development index was 0.969, the Gender inequality index – 0.262. Only 18.1% of seats in parliament were held by women (Human Development Indices and Indicators, 2018).

Table 1. HDI of Armenia, 2018

	Human development index (HDI)	HDI rank	Gender development index	Gender inequality index	Share of seats in parliament, (% held by women)	Labour force participation rate (% ages 15 and older)	
						female	male
Armenia	0.755	83	0.969	0.262	18.1	51.4	70.6

Source: Human Development Indices and Indicators, 2018

Another index is the Global Gender Gap Index, introduced by the World Economic Forum in 2006. In the report of 2018, Armenia was the 98th with 0.678 scores (The Global Gender Gap Report, 2018).

Table 2. Global Gender Gap Index of Armenia, 2018

	Rank	Score	Average	Female	Male	f/m
Economic participation and opportunity	73	0.675	0.586	-	-	-
Labor force participation	84	0.762	0.669	5707	75.7	0.76
Wage equality for similar work (survey)	38	0.709	0.645	-	-	0.71
Estimated earned income (PPP, US\$)	99	0.545	0.510	6.926	12.714	0.54
Legislators, senior officials and managers	86	0.419	0.329	29.5	70.5	0.42
Professional and technical workers	1	1.000	0.753	61.6	38.4	1.60
Educational attainment	35	1.000	0.949	-	-	-
Literacy rate	49	0.999	0.882	99.7	99.8	1.00
Enrolment in primary education	69	0.999	0.978	92.0	92.1	1.00
Enrolment in secondary education	1	1.000	0.967	88.1	87.5	1.01
Enrolment in tertiary education	1	1.000	0.939	58.7	46.1	1.27
Health and survival	148	0.939	0.955	-	-	-
Sex ratio at birth	148	0.886	0.921	-	-	0.89
Healthy life expectancy	1	1.060	1.034	68.7	63.6	1.08
Political empowerment	115	0.099	0.223	-	-	-
Women in parliament	96	0.221	0.284	18.1	81.9	0.22
Women in ministerial positions	109	0.125	0.208	11.1	88.9	0.12
Years with female head of state (last 50)	71	0.000	0.189	0.0	50.0	0.00

Source: The Global Gender Gap Report 2018

So, there are problems with health and survival index, political empowerment index, Labor force participation, Estimated earned income (PPP, US\$), Legislators, senior officials, and managers sub-indexes.

Now, we will analyze the salaries of men and women by institutional sectors in Armenia. As we can notice, women are more exploited in the public sector rather than in the non-public sector. In the public sector, men are paid 32.9% more than women. In the non-public sector, the difference is 28.6%. And all this disparity is displayed in everyday life, whereas the state has an obligation to pursue a policy that protects the rights of women and gender equality. Additionally, we have to point out that the 86th article of the Constitution of Armenia states that one of the main objectives of state policy in the economic, social and cultural spheres shall be promoting actual equality between women and men. However, equal payment for the equal job is still an issue and the payment gap between men and women is still an everyday occurrence. Moreover, this disparity is more obvious in the public sector.

Table 3. Average Monthly Nominal Wages/Salaries by Institutional Sectors of Economy, 2017

	Women (AMD)	Men (AMD)	W/M %
Total	143 016	211 720	67.5
Public	131 885	196 595	67.1
Non-public	157 695	220 937	71.4

Source: Women and Men in Armenia 2018 Statistic Booklet

The difference in average nominal wages (earnings) of women and men decreased by 8.3 percentage points over the last ten years. In 2017, the women's earnings amounted to 67.5% of men's earnings, so the gender pay gap amounts 32.5%. Even there is progress but still, the pay gap amount is too enormous, and numbers are not encouraging.

However, in the executive branch, which is not regulated by any legislative norms there was only one female minister, and there were only 2 female deputy ministers from 57 deputy ministers.

Table 4. Ministries and Deputy Ministers, 2017

	Women (Person)	Men (Person)	Women (%)	Men (%)
Total	3	72	4	96
Ministers	1	17	5.6	94.4
Deputy Ministers	2	55	3.5	96.5

Source: Women and Men in Armenia 2018 Statistic Booklet

It should be noted that there were no other females among the heads of 10 provinces and among the mayors of 49 cities in 2017, however among 502 heads of local communities 8 were female. So, to sum up, we can affirm that women have little involvement in state and local governance.

Table 5. Marz Governor (Marzpet) Head and Council Members of Community, 2017

	Total	Women (Person)	Men (Person)	Women (%)	Men (%)
Marzpet (Head of province)	10	-	10	-	100
Head of community	502	8	494	1.6	98.4
Of which; Yerevan city	1	-	1	-	100
Council members of community	3 830	401	3429	10.5	89.5
Of which; Yerevan city	65	20	45	30.8	69.2

Source: Women and Men in Armenia 2018 Statistic Booklet

There are many women among the middle and low-skilled civil service employment. Among junior posts, 72% are female, among leading posts only 59%, and so higher we ascend – less women there are in power positions, among chief posts 48%, and among highest posts only 15%. It should be noted, that as greater is the responsibility and participation in the decision-making process, as lower is the number of women, and their involvement in it.

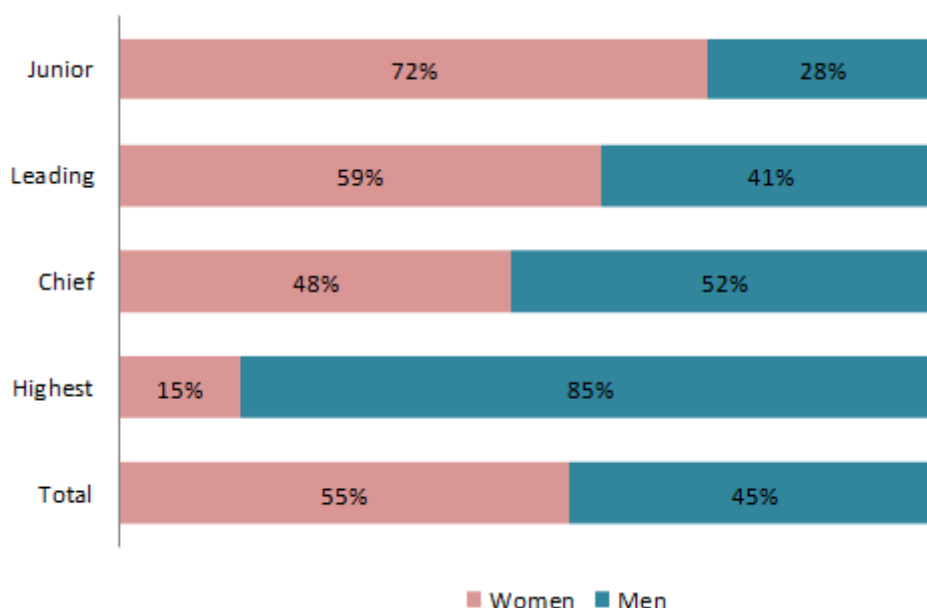


Figure 1. Posts of the Civil Service of RA, 2017

Source: Women and Men in Armenia 2018 Statistic Booklet

There are various laws that protect women's rights in gender equality. Article 30 of the Armenian Constitution states that men and women have equal rights.

The National Assembly of the Republic of Armenia has adopted a law in 2013 about "The Insurance of Equal Rights and Equal Opportunities for Women and Men" (The law of the Republic of Armenia "The Insurance of Equal Rights and Equal Opportunities for Women and Men" 2013). In another document "The Electoral Code of The Republic of Armenia", there is a provision article 83 that states that the number of representatives in the National Assembly of the Republic of Armenia each gender should not exceed 70 percent (The law of the Republic of Armenia "The Electoral Code of The Republic of Armenia", 2016), so in 2017 from 105 members only 19 were females. In 2018 from 132 deputies only 32 elected are women.

It should also be noted that on 19 September 2019 the Government of The Republic of Armenia approved a gender strategic plan for the implementation of gender policies in the Republic of Armenia for 2019-2023 (Gender strategic plan 2019-2023).

The aforementioned norms are also regulated by international documents that were ratified by the Republic of Armenia (United Nations, ILO, WTO, CoE, EU). Hence, there are quite a few laws and international documents signed by the Republic of Armenia, there are also a number of obstacles and challenges on the path to gender equality.

Results

In order to find out how gender differences impact the decision-making process, we have conducted a survey among 100 workers and managers during November 2019. The results are as follows: 29% of the respondents were male, 71% – female. 63% were 26-39 years old, 27% – up to 25 years old. 67% had higher education, 35% were working in the education sphere, 19% – in the financial sector, 15% – in the public sector, etc.

Table 6. Main characteristics of survey participants

	Quantity/ Share in the total, %
Gender	
Female	71
Male	29
Age	
up to 25 years old	27
26-39 years old	63
40-55 years old	8
56-65 years old	2
66 and older	-
Education	
Higher	67
Post-graduate	26
Vacational	7
Secondary	-
Occupation	
Financial sector	19
Production	10
Tourism	8
Education sphere	35
Public sphere	15
IT	8
Other	5

Source: Own adjustment based on the survey results

The 60% of the respondents were workers, 52% answered that they make decisions in groups, and according to 50% the gender has no impact on the effectiveness of decision-making.

Table 7. Some data of survey participants

	Quantity
The position held	
Worker	60
lower lever manager	7
middle level manager	24
high level manager	9
Decision-making in workplaces	
Alone	27
In groups	53
both, alone and in groups	7
I do not participate in the decision-making process	13
Do you think that gender differences affect decision-making in any way?	
yes, it affects	10
it does not affect	50
Partially	36
it is difficult to answer	4
What difficulties do female leaders face in governance? (participants could mention more than one option)	
discriminatory treatment	35
contempt, neglect	10
not obeying	19
Inexperience	15
do not face any difficulties	35
Other	8
Do men face the same difficulties?	
Yes	15
No	25
Partially	35
I do not know	25
How long does it take for men and women to make a decision?	
Women spend less time	20
Men spend less time	24
Equal	19
I do not know	37

Source: Own adjustment based on the survey results

The respondents who answered that gender differences affect the decision-making process gave different explanations. Some mentioned that women have a better impact on decisions, people treat more severely to the decisions made by women, than men, besides women have a high level of intuition, which helps in some cases.

According to 35% of the respondents, female leaders do not face any difficulties in governance, while 35% mentioned discriminatory treatment. According to 24% of the participants, men spend less time to make a decision.

To the question “Which of the following works are typical for women and which are typical for men?” the respondents answered the following way.

Table 8. Works typical for men and women

	Typical for women	Typical for men	Typical for both women and men	It is difficult to answer
Waiter	48	40	41	1
Truck-worker	3	90	4	-
Builder	3	89	5	-
Concierge	6	89	5	-
Doctor	46	46	44	-
Hairdresser	57	33	40	-
Tailor	64	28	29	-
Driver	17	71	21	-
Teacher	54	30	41	-
Director	41	41	44	-
Minister	32	50	41	-
Prime minister	24	59	32	1
President	24	59	30	1
Ambassador	32	54	35	-
Mayor	24	55	35	-
Judge	36	51	40	-
Lawyer	39	46	42	-
Programmer	29	59	32	-
Marketing expert	50	34	41	-
Designer	61	32	34	-
Accountant	51	35	39	1

Source: Own adjustment based on the survey results

As it is seen from the table, people think that for example truck-workers, builders, concierges, drivers are less typical for women. And even among all respondents where 71% were females, they all think that top positions with huge responsibilities and with the independence of decision-making such as a prime minister, a president, a mayor, ambassadors should be held by males.

People also mentioned the main features that characterize them during making a decision. The most mentioned features are: analytical thinking, honesty, consulting, balance, flexibility, intuitive thinking.

Table 9. Main characteristics of people during the decision-making process (participants could mention more than one option)

Characteristics	Quantity	Women	Men	Women, %	Men, %
High control	32	19	13	27%	45%
Analytical thinking	65	41	24	58%	83%
Competitive thinking	24	13	11	18%	38%
Imperative style	7	5	2	7%	7%
Consulting	49	37	12	52%	41%
Intuitive thinking	36	29	7	41%	24%
Interpersonal orientation	12	10	2	14%	7%
Task orientation	25	18	7	25%	24%
Kindness	30	22	8	31%	28%
Honesty	55	35	20	49%	69%
Compassionate	27	19	8	27%	28%
Aggression	4	1	3	1%	10%
Ambitious	14	5	9	7%	31%
Independence	30	18	12	25%	41%
Confidence	25	10	15	14%	52%
Energetic	19	10	9	14%	31%
Determination	33	20	13	28%	45%
Tranquility	28	15	13	21%	45%
Flexibility	36	21	15	30%	52%
Balanced	44	25	19	35%	66%
Impatience	7	6	1	8%	3%
Subjectivity	14	9	5	13%	17%

Source: Own adjustment based on the survey results

From Table 9 it can be concluded that the main characteristics of men during the decision-making process are: analytical thinking, balanced, honesty, confidence, flexibility, high control, tranquility, determination, consulting and competitive thinking.

The main characteristics of women during the decision-making process are: analytical thinking, consulting, honesty and intuitive thinking.

Compared to women, the following features are more characteristic to men during the decision-making: high control, analytical thinking, competitive thinking, honesty, aggression, ambitious, independence, confidence, energetic, determination, tranquility, flexibility, balanced, subjectivity.

Compared to men, the following features are more characteristic to women during decision-making: consulting, intuitive thinking, interpersonal orientation, kindness, impatience.

To the question “Why are men appointed to leadership positions?” the respondents mainly mentioned that men don't deal with home affairs, don't go on vacation connected with child birth, they orient quickly and are more nimble. Among other options mainly mentioned that it is because of national mentality, public perception, there is discrimination against women and it is accepted in our society that women are more impulsive, have wider interests and often want to devote their time to the family than to long and responsible work. People also mentioned that men are more inclined to appoint men as leaders and that maybe there is a relatively low share of female specialists in a specific field.

Table 10. The reasons for men to be appointed to leadership positions (participants could mention more than one option)

Quantity	Quantity
They are smarter	9
They are more nimble	13
They are more capable	6
they quickly orient	22
they are more organized	8
don't go on vacation connected with child birth	33
they are not dealing with home affairs	36
I don't know	17
Other	19

Source: Own adjustment based on the survey results

45 percent of respondents think that more women are needed in the management sphere. Among the other options mainly mentioned:

- Quantity is not important, quality is important.
- Gender should not be a decisive factor; we need professional, smart and knowledgeable people in the management sphere, who will be able to perform the duties.
- If they are professionals, then yes.
- Women are very much needed in every field.

Table 11. More women are needed in the management sphere

Options	Quantity
I totally agree	45
I do not agree	19
What we have now is enough	17
Other	19

Source: Own adjustment based on the survey results

According to the respondents, the following stereotypes hinder women's career advancement.

Table 12. What are the stereotypes that hinder women's career advancement? (participants could mention more than one option)

Options	Quantity
Woman is for staying at home and cooking	30
Woman must be obedient	34
Woman has no right to have her own opinion	18
Woman is for having a baby	28
Without a man, a woman cannot succeed	28
Nothing hinders	39
other	10

Source: Own adjustment based on the survey results

Among the other options people mentioned are the following:

- A woman should not tell men what to do.
- The Armenian mentality.
- I think there are not stereotypes, babies are more connected to the mother, the mother feeds the baby, and it is normal that the woman gives more time to the family.
- Women are more sensitive, and sometimes decisions may be affected.
- Women can be very good leaders, but many people in our society (both men and women) will not want to obey them.

67% of the respondents said that they have never lost their work progress because of their gender, 17% did not know really, only 16% said yes.

To find out if gender or occupation has any influence on decision-making, we must define some hypotheses and check them.

1. Relationship between gender and decision-making in workplaces.

H1: There is a significant relationship between gender and decision-making in workplaces.

H0: There is no significant relationship between gender and decision-making in workplaces.

2. Relationship between occupation and decision-making in workplaces.

H1: There is a significant relationship between occupation and decision-making in workplaces.

H0: There is no significant relationship between occupation and decision-making in workplaces.

We have done cross-tabulation via SPSS to check the hypotheses.

Table 13. Cross tabulation – gender * decision-making

			Decision-making				Total
			Alone	Both, alone and in groups	In groups	I do not participate in the decision-making process	
Gender	male	Quantity	13	5	9	2	29
		% in gender	44.8%	17.2%	31.0%	6.9%	100.0%
	female	Quantity	14	2	44	11	71
		% in gender	19.7%	2.8%	62.0%	15.5%	100.0%
Total		Quantity	27	7	53	13	100
		% in gender	27.0%	7.0%	53.0%	13.0%	100.0%

Source: The data of survey results analyzed via SPSS

Table 14. Cross tabulation – occupation * decision-making

			Decision-making				Total
			Alone	Both, alone and in groups	In groups	I do not participate in the decision-making process	
Occupation	Worker	Quantity	13	2	34	11	60
		% in occupation	21.7%	3.3%	56.7%	18.3%	100.0%
	Middle level manager	Quantity	7	4	11	2	24
		% in occupation	29.2%	16.7%	45.8%	8.3%	100.0%
	Lower lever manager	Quantity	1	0	6	0	7
		% in occupation	14.3%	0.0%	85.7%	0.0%	100.0%
	High level manager	Quantity	6	1	2	0	9
		% in occupation	66.7%	11.1%	22.2%	0.0%	100.0%
Total		Quantity	27	7	53	13	100
		% in occupation	27.0%	7.0%	53.0%	13.0%	100.0%

Source: The data of survey results analyzed via SPSS

Table 15. Chi-Square Testing

	Pearson Chi-Square	
	Value	Approx. Sig.
Gender * decision-making	15.817 ^a	0.001
Occupation * decision-making	18.603 ^a	0.029

Source: The data of survey results analyzed via SPSS

In the first case significance level is under 0.05, this means that we reject the null hypothesis that there is no significant relationship between gender and decision making in workplaces. This means that the relationship is very significant.

In the second case significance level is under 0.05, this means that we reject the null hypothesis that there is no significant relationship between occupation and decision making in workplaces. This means that the relationship is significant.

The cross-tabulation tables show that women make decisions mainly in groups and men – alone. Workers, lower and middle-level managers make decisions mainly in groups, high-level managers – alone.

Conclusion

Thus, the survey results show that women tend to make decisions in groups, men – alone. The main characteristics of men during the decision-making process are: analytical thinking, balanced, honesty, confidence, flexibility, high control, tranquility, determination, consulting and competitive thinking.

The main characteristics of women during the decision-making process are: analytical thinking, consulting, honesty and intuitive thinking.

Intuitive thinking, consulting, interpersonal orientation, kindness, impatience were mainly mentioned as qualities more acceptable to women. At the same time qualities like competitive thinking, aggression, ambitious, independence, energetic subjectivity were the main characteristics more associated with men than women.

The survey results also show that workers, lower and middle-level managers make decisions mainly in groups, high-level managers – alone.

The main difficulties to which female leaders face in governance are discriminatory treatment, not obeying, inexperience.

The main reasons why men are appointed to leadership positions according to the respondents are the following: men are not dealing with home affairs and don't go on vacation connected with child birth, they quickly orient and are nimble.

The main stereotypes that hinder women's career advancement are the following: a woman must be obedient; a woman is for staying at home and cooking; a woman is for having a baby; without a man, a woman cannot succeed.

A lot has been done to approve this field, to make equal rights and equal opportunities for men and women, but we should start from the changes in the way of thinking, from people's upbringing. It is better to start these reforms from education, from schools, we should break the stereotypes and create gender-balanced culture. There are various Armenian TV serials and TV programs that preach violence and portrait the image of a man as an abuser, and the image of a woman as a non-working housewife.

The same stereotypes are on media every day, which produces a number of cases where we can see male excellence in every sphere. As a result, women do not hold top positions, especially in the state and local management, they are not able to represent their interests, they mainly don't take part in decision-making processes and they are paid less than men do.

Even during wedding ceremonies in the Armenian church women do not vow that they will have and will hold, from that day forward, for better, worse, richer, poorer, in sickness and health, until death does them part. Instead of proclaiming all of these, the bride as an answer to the priest's require of obedience answers three times that she indeed will be an obedient wife. This example is again one more stereotype, that doesn't give men and women equality.

To sum up, although there are very good legal bases in Armenia for gender equality both on the Constitutional level and everyday regulations, much more must be done to consider different approaches to this very important subject.

References

1. Caprino, K. (2016). How Decision-Making Is Different Between Men And Women And Why It Matters In Business. Available from: <https://www.forbes.com/sites/kathycaprino/2016/05/12/how-decision-making-is->

- different-between-men-and-women-and-why-it-matters-in-business/#72facd3a4dcd (accessed November 22, 2019).
2. Eagly, A. H., Johannesen-Schmidt, M. C., & van Engen, M. L. (2003). Transformational, transactional, and laissez-faire leadership styles: A meta-analysis comparing women and men. *Psychological Bulletin*, 129(4), 569-591. <https://doi.org/10.1037/0033-2909.129.4.569>.
3. Gender Differences In Decision Making. Available from: <https://www.decision-making-confidence.com/gender-differences-in-decision-making.html> (accessed November 22, 2019).
4. Gender strategic plan for the implementation of gender polices in the Republic of Armenia for 2019-2023. Available from: http://www.mlsa.am/?p=22995&fbclid=IwAR1nSa1hpAq6tx_OPd3fbzHX7cAF7oGNTWoXPKS2LMu91AZwJJO6df9_VBs (accessed December 4, 2019).
5. Gorska, A. (2016). Gender Differences in Leadership. *Studia i Materiai*, 1/2016(20), 136-144, Wydziai ZarzEdzania UW. DOI 10.7172/1733-9758.2016.20.10.
6. Human Development Indices and Indicators (2018). Statistical Update, United Nations Development Programme, New York. Available from: http://hdr.undp.org/sites/default/files/2018_human_development_statistical_update.pdf (accessed December 4, 2019).
7. Muyinudeen, B. M. H., Elsadig, M. A. (2008). Gender Differences in Decision-Making Styles of Malaysian Managers. *European Journal of Scientific Research*, 19(3), 405-415. Available from: https://www.researchgate.net/publication/267764683_Gender_Differences_in_Decision-Making_Styles_of_Malaysian_Managers (accessed November 22, 2019).
8. Ombaba, K. B. Mwengei (2016). Board Diversity and Financial Performance; Evidence from Kenya. *Africa International Journal of Management Education and Governance (AIJMEG)* 1(1), 1-15 © Oasis International Consulting Journals, (ISSN: 2518-0827). Available from: <http://www.oircjournals.org/images/journals/Board-Diversity-and-Financial-Performance-1.pdf>.
9. Patel, G. (2013). Gender differences in leadership styles and the impact within corporate boards. The Commonwealth Secretariat, Social Transformation Programmes Division. Available from: <http://www.cpahq.org/cpahq/cpadocs/Genderdiffe.pdf> (accessed November 22, 2019).
10. Shanmugam, M., Amaratunga, R.D.G., Haigh, R.P. Leadership styles: Gender similarities, differences and perceptions. Available from: <https://www.irbnet.de/daten/iconda/CIB16523.pdf> (accessed November 22, 2019).
11. The Global Gender Gap Report (2018). World Economic Forum, Geneva, pp. 3-73. Available from: http://www3.weforum.org/docs/WEF_GGGR_2018.pdf (accessed December 4, 2019).
12. The law of the Republic of Armenia "The Insurance of Equal Rights and Equal Opportunities for Women and Men" (2013). Available from: www.arlis.am (accessed December 4, 2019).
13. The law of the Republic of Armenia "The Electoral Code of The Republic of Armenia" (2016). Available from: www.arlis.am (accessed December 4, 2019).
14. The state of the Gender Pay Gap in 2018. Available from: <https://www.payscale.com/content/whitepaper/Gender-Pay-Gap.pdf> (accessed December 4, 2019).
15. Weber, E.U., Blais, A. and Betz, E.N. (2002). A Domain Specific Risk-Attitude Scale: Measuring Risk Perceptions and Risk Behaviors. *Journal of Behavioral Decision Making*, 15, 263-269. <https://doi.org/10.1002/bdm.414>.
16. Wing, D. A., Benner, R. S., Petersen, R., Newcomb, R., & Scott, J. R. (2010). Differences in Editorial Board Reviewer Behavior Based on Gender. *Journal of Women's Health*, 19(10), 1919-1923. DOI:10.1089/jwh.2009.1904.
17. Women and Men in Armenia 2018 Statistic Booklet. The Statistical Committee of The Republic of Armenia 2018, p. 88. Available from: www.armstat.am (accessed December 4, 2019).
18. Women are still paid less in 2019. Available from: <https://www.payscale.com/data/gender-pay-gap#section04> (accessed December 4, 2019).