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Comprehensıve Evaluatıon of The Impact of Female Managers On Followers Under The Authentıc Leadershıp Paradıgm

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ABSTRACT: Leadership, which is a widely researched topic and plays an important role in different disciplines, is discussed in a broad scope ranging from social organizations, education, politics, to philosophy. Technological, cultural and socio-economic developments have transformed the leadership paradigm and the expectations of the followers. To adapt to these transformations and achieve positive outcomes in organizations, a new perspective such as authentic leadership is needed. Authentic leadership means that the leader acts in harmony with himself and others, stays loyal to his values and builds trust with his followers. Authentic leadership also emphasizes that the leader needs to constantly improve himself, be original and creative, share his vision and adhere to ethical values. In this study, many academic studies were examined in order to comprehensively evaluate the impact of women managers on the followers under the authentic leadership paradigm. Based on the post-modern leadership theory, it is aimed to comprehensively evaluate the four dimensions of authentic leadership basic components of women managers, which are self-awareness, balanced and unbiased processing of information, internalized moral perspective and relational transparency, and their impact on the followers. Considering the relationship between women managers and their relational authenticity, gender, psychological capital and approaches, it is possible to reach many conceptual outcomes such as support, freedom and respect that the leader provides to his followers by expressing himself realistically and establishing a sincere bond with his followers. Women managers can increase their own and their organizations performance by doing authentic leadership, as well as contribute to gender equality. As a result, it was determined that women authentic leaders had a positive impact on the business and the followers in terms of authentic leadership dimensions. This study is seen as an important step to reveal the authentic leadership practices and experiences of women managers, to contribute to the authentic leadership theory and to better understand authentic leadership and women leadership in educational management.
Key Words:Leadership, Female Managers, Authentic Leadership

I. INTRODUCTİON

In the early studies related to the concept of leadership, the focus was on the qualities of a leader. Subsequent research shifted its attention to the behavioral component of leadership (Winston &Patterson, 2006). While the trait theory serves as the foundation for examining leadership qualities (Gehring, 2007), the study of the multifaceted variables of leadership behavior draws from behavioral and contingency theories (Derue et al., 2011). Historically, leadership studies are presumed to trace back to the 20th century. Between 1950 and 1980, leadership research predominantly focused on managers and middle-level executives within organizations (Yukl, 2002). Starting from the 1980s, development efforts centered around formal leadership training programs led to a radical transformation and evolution in leadership studies (Phillips &Schmidt, 2004). As we entered the 2000s, leadership forms such as authentic leadership, servant leadership, and transformational leadership gained prominence in response to these changes and developments (Fairhurst, 2008).

Throughout history, it is possible to speak of the existence of many female leaders in military and political domains. In fact, in many tribes and kingdoms, it was a legal requirement that if the deceased king did not have a male heir, the eldest daughter would ascend to the throne (Kütükçü, 2017). Despite facing additional challenges that men do not encounter, women have played a significant role in balancing their careers and personal lives in the business world from ancient times to the present day. Their productivity, achievements, and contributions have effectively positioned them within organizations. In the face of globalization and increased competition, female executives have played an important role in achieving the goals and objectives of businesses, particularly in influencing the performance of their followers. This role has become crucial for the development of nations, paving the way for strategic initiatives (Sağlık &Çelik, 2018). When considering the perception of authentic leadership for female leaders (Braun, 2008), emphasis has been placed on the significance of both leadership and the gender role in authentic leadership.

Authentic leadership is a contemporary leadership perspective that emphasizes the leader's understanding of their true self and their actions that are consistent with their true self (Hopkins1 & O'Neil, 2015). Leaders with authentic leadership style are aware that important problems in today's world require collaboration and creativity rather than command and control. They also see their work as drawing attention to important questions rather than having the right answers and tend to be extraordinarily effective (George, 2003). Authentic leaders who guide their decisions are more aware of their values, which enables them to define their values more accurately and thus align their words and actions (Bishop, 2013). The study examined the impact of women managers' authentic leadership characteristics on their followers in a theoretical context with the dimensions of authentic leadership (self-awareness, balanced and objective evaluation of information, internalized moral perspective and transparency in relationships). While the concept is examined from a broad perspective in national and international studies, it is possible to reach the results that women leaders are characterized by an entrepreneurial spirit, have the capacity to form work teams and have the ability to make decisions in times of crisis (Acevedo-Duque et al., 2021). The study also accepts that women managers have the basic characteristics of a manager with their ability to organize themselves, plan family activities and face challenges. These common leadership characteristics make women more prone to the implementation of social and environmental strategies, and their impact is extremely important because these strategies require a completely innovative and relational approach to business management, and a sustainability-oriented business determines its policies, strategies and actions based on its stakeholders and its economic, social and environmental impact (Pierli, Murmura &Palazzi, 2022).

II. LEADERSHİP AND LEADER

Leadership, one of the most researched topics worldwide, has a broad and important scope ranging from social organizations, education, politics, to philosophy. It is assumed that the origin of leadership is formed by the word lead, which means path (İbicioğlu et al., 2009). The definition of this historical phenomenon, which dates back from the 400s BC to the present day, has been made by many researchers. Each definition has given a different perspective to leadership (Lunenburg & Ornstein, 2013), making it one of the universal terms that most opinions are expressed on in the conceptual framework of leadership (Bass& Bass, 2008; Hamner &Organ, 1978). Leadership, although preferred in the literature, continues to exist as a concept that has not yet been fully discovered (Davis &Luthans, 1979). Therefore, although the research on leadership sheds light on what leadership is or is not, the opinion agreed by the researchers is still that leadership has many unknown features (Ivancevich &Matteson, 2002). The main purpose of leadership is to be a model and to show oneself during the application (Senge, 2013), to guide and persuade people to achieve the determined goals (Davis, 1988). In the process of realizing these leadership goals, while the primary duty of the leader is to ensure competitive advantage, today, maintaining this competitive advantage and keeping up with the speed of change becomes the leader's priority goal (George, 2003). Leadership is an interaction process based on mutual goals and objectives with the follower (Rost, 1991). This interaction process is to be able to make the necessary changes (Lussier &Achua, 2007), and to persuade the followers to cooperate even for the success of an impossible issue (Rosen Bach&Taylor, 1993). A leader's ability to achieve organizational goals and objectives depends on his or her influence on the followers (Northouse, 2019; Bedelan, 1989; Burns, 1978), therefore leadership is a strong influence (Argyrs, 1977). While this influence is provided, it is extremely important to direct and affect the follower behaviors in line with the determined business goals and objectives (Deitzer, Shilliff & Jucius, 1979; Zel, 2001). The process of influencing the followers also involves the capacity to provide trust and support (Coffey, Cook&Hunsaker, 1994).

In addition to leadership, there are numerous definitions of the leader in the literature. While leadership is attributed as an art based on philosophy and doing the right thing, the leader is a compass (Covey, 2011). The leader is defined as the person who can unite people behind a goal and objective (Simon, Simthburg &Thompson, 1973), while the knowledge and equipment of the leader is an important factor in bringing and accomplishing the followers in line with these goals and objectives, influencing the followers and giving them direction (Zel, 2001). Leaders who guide micro and macro changes in various time periods are also responsible for the effectiveness of the businesses (Hoy &Miskel, 2010). It is extremely important for the development of the business that the leaders, while fulfilling their responsibilities, evaluate the changing conditions and the need for change as an opportunity rather than a problem, respect and adopt the changes and learn the requirements of the supportive society. A leader who has the competence and power to solve different problems that occur in a business or among individuals (Mumford et al. 2000; Zaccaro et al. 2000), each step in the influencing process also shows his or her management function (Yukl, 2002). In addition to these features, the leaders' focus on goals and objectives, and their correct assimilation of the work contribute to both themselves and the competence of the businesses (Schlechty, 1993). The leader is the person who manages, and changes when needed, the system that includes the norms, values, beliefs and habits that direct the behaviors of the individuals in the business (Schein, 2004). While actively managing the change and the change process, persuading the

followers and motivating them is only possible with the leader's confidence in himself or herself and belief in what he or she will present (Taylor, 2017).

III.   LEADERSHİP THEORİES

Different theories aiming to capture the essence of leadership have been discussed in the twentieth century (Horner, 1997). The trait theory, which gained significant momentum in the examination of leadership characteristics in the early 1900s, took its place in the literature as the first leadership theory (Gehring, 2007). In the trait theory, the characteristics of the leader are determined from two aspects, physical and personal characteristics, while physical characteristics include height, weight, age, personal characteristics include traits such as confidence, intelligence, courage (Eren, 2006). The theorists who defined leadership by explaining personality and character traits suggested that leaders should have qualities that are clearly seen by the followers (Kohs & Irle, 1920; Bernard L.L, 1926; Page, 1935; Bingham, 1972). This important idea, which was put forward, determined the conceptual framework of the trait theory (Landis, Hill & Harvey, 2014). While the specific limitations of the trait theory were discussed within the stated conceptual framework, Mullins (1999) drew attention to two limitations. The first of these limitations is the necessity of reaching a subjective judgment in determining who is seen as a good or successful leader; the second limitation is the tendency of possible trait lists to be long and the lack of agreement on important traits at all times (Gehring, 2007).

Between 1950 and 1960, the effect of the behavioral theory, which tried to explain the leader behaviors, was seen (Koçel, 2011). In the behavioral theory, the characteristics that make the leader are based not on personality traits, but on the behaviors exhibited by the leader and the relationships he/she establishes with the followers. According to the behavioral theory, leaders can learn to be leaders in the light of their observation skills, experiences and acquired knowledge (Amanchukwu, Stanley &Ololube, 2015). In the studies covering the years between 1960 and 1980, the situational theory, which expresses the leadership concept based on the conditions, came to the fore. Stodgill (1948), who criticized the trait theory, suggested that the situation of the person should also be taken into account (Landis, Hill &Harvey, 2014). The theorists who put forward the Situational theory, which was discussed by Hersey and Blanchard in 1977 (Ronald, 2014, p. 58), argued that great leaders emerged as a result of place, situation and time (Landis, Hill & Harvey, 2014). At the basis of the current theory, the leader who can adapt his/her behavior style to the conditions, group and personal characteristics and achieve harmony is the leader, while the situational theory includes not the best leadership type, but which leadership type is effective in a possible situation (İnan &Serinkan, 2020). In other words, it is suggested that the characteristics of the situation are more prominent than the person (Borkowski, 2011). Despite the consistency of the situational theory, the inability to reach a sufficient number of studies on how a leadership type can be appropriate is an important limitation of the theory (Koçel, 2014). The new leadership models developed in the studies from 1980 to the present are called Modern Leadership Theory. The studies in the developing and changing management understanding have brought modern leadership theories to leadership theories. Modern leadership approaches include leadership styles such as transactional (interactionist), transformational (transformative) and charismatic leadership (Saruhan &Yıldız, 2009) and authentic leadership is also evaluated within the scope of modern leadership theories.

IV.   AUTHENTİC LEADERSHİP

Authenticity, which is the essence of authentic leadership, is a psychological construct that reflects people's understanding and actions according to their core values, beliefs and emotions (Wong&Cumming, 2009). Authentic leaders make themselves visible to others, focus on ethical things that need to be done, take on leadership when faced with risks, prioritize the development of their followers, and ensure that their communication is transparent and perceived as authentic (Jiang &Shen, 2020). While focusing on deep and rich studies to explain and model the psychological, socio-psychological, sociological, ethical dimensions of authentic leadership, it is possible to conclude that very little attention has been paid to its historical roots (Novıcevıc et al., 2005). Many researchers have made positive contributions to the introduction and transmission of the authentic leadership approach to the literature and to the present day (Fusco et al., 2016). The contributions of some of these researchers to the definition of authentic leadership are given in the table below.

Table 1: Definitions of Authentic Leadership

Authors	Definitions
Henderson & Hoy (1982)	Authentic leadership is defined as the degree of perception that leaders show that they accept corporate and personal responsibility for their actions, outcomes and mistakes.
Goffee & Jones (1983)	It is a type of leadership in which leaders change their behaviors to respond to their needs and the situations they encounter while remaining loyal to who they are.

Begley (2001)	Authentic leadership can be thought of as a metaphor for professional, ethically sound and consciously reflective practices. It is also a type of leadership that is based on knowledge, informed values and skillfully executed.
May et al. (2003)	It emphasizes a process that relies on positive organizational context and capacities and nurtures self-awareness and self-determination for leaders and followers to exhibit continuously positive behaviors.
Avolio & Gardner (2005)	Authentic leadership is when one is deeply aware of what they think and how they act and is perceived by others as being aware of their own and others' values/moral perspectives, knowledge and strengths.
Sparrowe (2005)	Authentic leadership is being oneself; it is when a leader does not improve their image or personality, but rather is the person they were created to be and trust is paramount.
Ilies et al. (2005)	Authentic leadership is the type of leadership that involves self-awareness, unbiased processing of information and transparency in every interaction.
Novicevic et al. (2006)	Authentic leadership is a type of leadership that has moral creativity capacity, a sense of true self, adaptability to situational and organizational demands, but also a quality that cannot sacrifice their personal moral rules.
George et al. (2007)	Authentic leadership is the act of leaders moving on this awareness by applying their values and principles that are sometimes at significant risk for themselves.
Stefkovich&Begley (2007)	Authentic leadership is based on the understanding or interpretation of ethical decision-making processes as well as the observed or experienced evaluation processes.
Toor &Ofori (2008)	A type of leadership that is based on the leader's passion and interest to serve their followers and humanity, and their ability to motivate them and create a better work environment.
Datta (2015)	A leadership behavior model that is based on positive psychological capacities and a positive ethical climate, and that fosters greater self-awareness, an internalized moral perspective, balanced processing of information, relational transparency, and a positive self-concept.
Kiersch &Peters (2017)	Authentic leadership is about being honest, genuine, and authentic with all the audience and stakeholders.
Gardiner (2015)	Authentic leadership is a type of leadership that stems from a leader's internalized moral perspective, that is, guided by inner values rather than social pressures.

Source: Author's own compilation

Gardner et al. (2011) emphasized that the first attempt to define authentic leadership was made by Hoy and Henderson (1983). These elements, consisting of the acceptance of personal and organizational responsibility for actions, outcomes and mistakes, not manipulating followers and role requirements, have enabled the construction and confirmation of a new multidimensional structure of authentic leadership at a higher level along with the studies conducted over time (Petan & Bocarnea, 2016). According to this confirmed new structure, authentic leadership consists of four dimensions: self-awareness, balanced and unbiased processing of information, internalized moral perspective and relational transparency (Walumbwa et al., 2008; Avolio & Mhatre, 2011; Ahamed, Hassan & Hashim, 2013; Jiang & Shen, 2020). Self-awareness, which forms the core of authentic leadership (Avolio & Gardner, 2005), is a dynamic process in which a leader constantly reviews his or her strengths and weaknesses (Müceldili, Turan & Erdil, 2013). The level of self-awareness at the essence of authentic leadership requires significant time and effort spent on self-discovery for many years to distinguish the inner conscience from external programming. Authentic leaders acknowledge that people in the group are at different levels in developing their own awareness and authenticity and may not see the paradoxical possibilities suggested by their stories (Avolio et al., 2008). From this point of view, it can be concluded that authentic leadership is also a more fundamental leadership tendency that involves better interaction with a high level of self-awareness (Waite et al., 2014). In the dimension of balanced and unbiased processing of information, it is the degree to which the leader analyzes the relevant data objectively before making a decision and requests opinions that challenge the deeply held positions (Rego et al., 2012). They impose trust on their followers by objectively analyzing all relevant information before making a decision and involving them in the

work environment (Wong & Giallonardo, 2013). In this process, they demand sufficient input, positive and negative perspectives from their followers (Wong & Laschinger, 2012). Internalized moral perspective involves the inner moral standards that guide a leader to be consistent with his or her values (Shapira-Lishchinsky, 2014). In other words, internalized moral perspective expresses a form of self-regulation that is internal and integrated by the leader. This type of self-regulation is guided by internal moral standards and values against group, organizational and societal pressures and results in decision making and behaviors that are expressed in accordance with these internalized values (Walumbwa et al., 2008). Relational transparency is the situation where authentic leaders present themselves genuinely and openly and share information that increases the trust of the followers to the leaders by explaining the values, emotions, motives and goals appropriately (Norman, 2006). At the same time, relational transparency is related to the honesty of the person. It involves authentic leaders sharing their own basic emotions, motives and tendencies appropriately in order to present their true selves to their followers; while doing this, they also present both their positive and negative aspects (Puni & Hilton, 2020). While performing all these emotions, motives, behaviors and tendencies; it is suggested that the authentic leader facilitates trust and honesty in his or her communication with the followers as a result of the clear sharing of real emotions and perspectives and the minimization of the display of inappropriate emotions (Gatling et al., 2016).

V. WOMEN AND WOMEN MANAGERS İN BUSİNESS LİFE

Women's participation in production has a historical depth. It is possible to reach the evidence in the cave drawings that women worked as long as men. In addition, the Old Testament tells the stories of women who collected water at wells and drove herds. The phenomenon of women in business life in the modern age is closely related to economic and social trends (Horner Mitnick, 2007). Although women do not take the forefront in societies, they are members with significant impact on the progress and development of society because the more active and productive women are in a society, the more momentum the level of development of that society has gained. Women's participation in business life; It is of great importance in the process of social and economic development, the liberation of human labor and the rise of women's social status (Karabıyık, 2012). Historically, when leadership is examined, it is thought that the leader is born in a distinguished family and is male, while this thought has continued until the last twenty years and has stood against the phenomenon of female leader. With the advent of the 21st century, a change has occurred in the basis of the concept of leadership, and a transformative leadership style based on collaboration rather than individuality, with communication and motivation skills at the forefront, has emerged. With this leadership understanding, women started to take place in business life, while women at every level in the enterprise started to play a more effective and fast role (Er & Adıgüzel, 2015). On the other hand, while the role of working women changes worldwide due to economic conditions and social demands, this situation has also created a tremendous pressure on working women to develop a solid career as much as their male colleagues, and resulted in a scenario where they can maintain their active participation in their personal lives (Delina & Raya, 2013). Along with many studies, it is suggested that while male managers use direct command, control methods and authorities in the process of influencing and persuading their followers, female managers have their stakeholders, expertise, influence and personal skills at the forefront in the process of influencing and persuading their followers. At the same time, it is possible to reach the results that female managers support participation, share power and knowledge, and try to increase the self-worth of their followers (Masa'deh et al., 2019).

VI. CONCLUSİON AND RECOMMENDATİONS

Academic studies on leadership synthesize theoretical, experimental, and practical ideas and information to understand the studies and methodologies required for authentic leadership. These syntheses are obtained by the reflective ability of the researchers to relate among a wide range of overlapping themes where they started and became known. For this purpose, the present study focused on the impact of women managers on their followers within the framework of authentic leadership dimensions. Women authentic leaders have been detailed by reviewing with a perspective that reveals authentic leadership development that helps to explain the basic processes and factors of leadership and authentic leadership, and that they can positively influence their followers through the dimensions of authentic leadership. In the psychological literature, it is suggested that women take on the responsibility of keeping groups such as family or work team together (Lipman - Blumen 1992) Miller 1976, while stating that women's compassion, cooperation and nurturing ability create a unifying force element, Konrad and Kramer (2008) presented a detailed qualitative analysis showing that the presence of women managers is an important requirement and that corporate performance measurements support this requirement (Pande et al. 2011). Eagly et al. (2003) state that the female style focuses on optimism for the future and goals, new perspectives for problem solving and completing tasks, and developing and mentoring followers. In addition, in the studies on leadership, while emphasizing that women's leadership encourages innovative initiatives, men's leadership adheres more to traditional practices, and that women employees have unique leadership approaches to build trust, focus on conflict resolution and facilitate collaboration (Westermann et al.,

2005; Eagly & Carli, 2007), it is suggested that male managers adopt a dominant leadership style and therefore, women managers lead different perspectives and ideas (Weiner et al., 2019; Kadi-Montiel & Acevedo-Duque, 2021). Eagly, Makhijani and Klonsky (1992) found that women leaders created a small but significant bias compared to male leaders in their studies on women leaders. The evaluation bias emphasized that women who adopt leadership behaviors that are stereotypically considered masculine, such as authoritarian or directive leadership styles, increase significantly with the presence of employees (Pande et al. 2011). In the studies on authentic leadership, which is another important variable of the study, many researchers explain the concept by emphasizing that individuals discover their own authenticity, and aim to shape the future with visionary leadership. At the same time, elements such as commitment and sensitivity involving spirituality are described as the cornerstones of the authentic leadership style and support the formation of meaningful relationships within the enterprise, enabling the discovery of authentic self (Duignan &Bhindi, 1997).

This study suggests that the propositions put forward in this study will improve the understanding, prediction and implementation of the positive impact that women's authentic leadership development may have in meeting the meaningful sustainable performance challenges of today and tomorrow. However, when it comes to the fact that authentic leadership simply emphasizes the processes that are involved in more traditional leadership models such as ethical or transformational over time, the theory that emerges in this field will have served to increase the importance of self-awareness. In summary, it is emphasized that the literature that emerges in this field, including this study, has a significant potential to explain the impact of the authentic leadership process and development on the followers. The impact of women managers' authentic leadership characteristics on their followers within the framework of authentic leadership dimensions (self-awareness, balanced and unbiased evaluation of information, internalized moral perspective and transparency in relationships) has been examined in a theoretical context. In this context, it can be said that more research, especially qualitative research, is needed to prove the connection between women managers' authentic leadership characteristics and their followers. In line with the research conducted; the self-awareness dimension suggests that women managers shape their actions accordingly by gaining awareness by evaluating their mental and emotional aspects towards themselves. Women managers act with a universal perspective, not only evaluating themselves. The balanced and unbiased evaluation of information dimension involves the leader evaluating each stage of the decision-making process objectively, fairly, impartially and without prejudice. Internalized moral perspective expresses the assimilated and consistent ideas. Women managers are expected to act with their deep and high moral perspective on moral issues that will challenge them. Therefore, it is important for women authentic leaders to act in accordance with ethical values. Women managers' internalized moral perspective dimension encourages them to establish positive relationships with their followers. The transparency in relationships dimension involves women managers sharing their real emotions and thoughts directly, supporting these emotions and thoughts with their behaviors and creating trust between them and their followers. As a result, the research conducted to examine the relationship between women managers and their followers with the four dimensions of authentic leadership mentioned above will be beneficial for businesses because authentic leaders not only support positive behaviors within the organization, but also prevent negative emotions such as physical violence and emotional exhaustion. Authentic leaders can predict which follower has the potential for creativity.

Authentic leaders also contribute positively to the formation of a positive work climate, effective management and leadership performance. It is obvious that women managers' authentic leadership characteristics have been put forward as an important factor for their impact on the followers in the studies conducted on them and that they will contribute to more positive attitudes, behaviors and outcomes. Therefore, future research focusing on women's authentic leadership will provide a new dimension in the Authentic Leadership concept. Therefore, there is a need for research around authentic leadership focusing on women managers to reveal the significant differences between male and female leaders. Therefore, it is aimed to create awareness for future research by making a significant contribution to the literature with an advanced perspective in theoretical terms.

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