

F.A.Mammadova
*PhD, associate professor, Azerbaijan University of
Architecture and Construction PLE*
ORCID 0000-0002-1284-7562
fidan.mammadova@azmiu.edu.az
V.R.Abasguluzada
*master student, Azerbaijan University of
Architecture and Construction PLE*
ORCID 0009-0003-8855-1922
vabasguluzade@gmail.com

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IMPACT OF FEMALE LEADERS ON ORGANIZATIONAL BEHAVIOUR: A REVIEW OF LEADERSHIP STYLES, EMPLOYEE MOTIVATION, AND TEAM PERFORMANCE

Abstract

In this study, the influence of female leaders on organizational behavior is examined. Attention is given to how their leadership is understood to shape team performance and employee motivation, as well as the broader philosophy of leadership in workplaces. Female leadership is often associated with transformational and collaborative approaches. Participative styles are also frequently linked to women in senior roles. Qualities such as empathy, ethical decision making, and emotional intelligence are regularly attributed to women in leadership positions. Through these characteristics, closer working relationships are considered more likely to develop. As a result, organizational effectiveness is often presented as easier to achieve when such leadership styles are present.

A qualitative literature review method is used in the paper. Evidence is drawn from academic books, peer reviewed journal articles, and broader review studies that summarise existing research. Across these sources, better team performance is frequently reported in organizations led by women. More inclusive workplace cultures are described, and higher job satisfaction is often connected to these environments. In many cases, greater innovation is also highlighted. At the same time, gender bias and stereotyping are still identified as barriers that have not fully disappeared. Even so, performance by women leaders is repeatedly shown to be similar to, or stronger than, that of men in a wide variety of organizational contexts. For these reasons, female leadership and gender diversity are presented as more than questions of fairness or equality.

Keywords: *female leadership, organizational behaviour, transformational leadership, employee motivation, team performance, collaboration, emotional intelligence, ethical decision-making, job satisfaction, workplace culture, gender diversity, leadership effectiveness, team cohesion, participative leadership, innovation, organizational effectiveness, collective intelligence, inclusive culture, gender equality, leadership impact/*

INTRODUCTION

Leadership is widely understood to influence how decisions are made in organizations. Team dynamics and employee motivation are also shaped by leadership, and over time a particular organizational culture is formed. For many years, most leadership research has been centered on men in senior roles. As a result, the specific contributions of women in management have often been described in less detail. In more recent work, greater attention has been directed to the influence of

female leaders and to the ways their styles of leadership are connected to outcomes in organizations. Transformational, participative, and servant approaches have frequently been associated with women in leadership positions, and within these frames, stronger collaboration and more ethical judgment have been reported, together with higher engagement among employees (Eagly & Carli, 2007).

In transformational leadership, emphasis is placed on inspiration and motivation. Individualized support is usually highlighted, and a clear vision for the future tends to be presented. Achievements are recognised more visibly, and professional development is actively encouraged when this approach is applied by female leaders. Under participative leadership, teams are often involved more closely in decisions, and through shared input a sense of engagement is supported. When employees are given a more active place in decision processes, higher accountability has been observed, and trust within the group has been reported to increase (Paustian-Underdahl, Walker & Woehr, 2014). Through these practices, the work setting is often experienced as more empowering. Commitment to organizational goals may therefore be reinforced and sustained over time.

The significance of emotional intelligence for leadership has also been brought forward in recent research. High emotional awareness and strong empathy are frequently linked to women in leadership roles. In many studies, greater interpersonal sensitivity has been observed among female leaders. Because of this, it has been suggested that conflicts can be resolved more constructively, while professional relationships are cultivated with greater care. The work climate may then be kept more constructive and respectful. In complex organizational environments, where ethical conduct is demanded and communication must be adapted to different audiences, such capabilities are regarded as especially valuable. Relational and collaborative orientations are commonly associated with women's leadership, and improvements in internal communication patterns have been noted as a likely organizational benefit.

In organizations led by women, more inclusive cultures are often reported. Fair treatment of staff is usually placed at the center of managerial practice, and transparency in interaction is more strongly reinforced. Under these conditions, team cohesion has been linked to noticeable improvements, and higher levels of employee satisfaction have been described, along with gains in overall performance. At the same time, barriers remain. Stereotyping and gender bias continue to be documented in many sectors, which shows that structural constraints have not disappeared. Despite these obstacles, research still reports that performance by female leaders is comparable to, or stronger than, that of male leaders across a variety of contexts. When these patterns are recognised, leadership development can be designed in a more balanced way, and wider acceptance of diverse leadership styles can be encouraged. Over the long term, equity goals may be advanced, while organizational sustainability is supported at the same time.

For these reasons, a clearer understanding of how female leadership shapes organizational behavior is regarded as essential. Gender diversity in leadership can be strengthened, and motivation and innovation may be sustained more effectively when this understanding is deepened. In the present study, earlier empirical findings and central theoretical perspectives are reviewed. Through this review, it is clarified how female leaders are associated with team performance, organizational culture, employee engagement, and broader measures of effectiveness. Ongoing research is presented as necessary in this evolving field, and the strategic importance of supporting women in leadership is underscored. Both advantages and persistent challenges are highlighted, so that more inclusive and informed organizational practices can be developed.

METHODOLOGY

A qualitative literature review methodology was applied in the study so that the influence of female leaders on organizational behavior could be examined. Evidence was drawn from a wide body of peer reviewed work in journals and books, together with larger meta analyses that appeared between 1990 and 2024. These materials were identified through established academic databases, among them Google Scholar, JSTOR, and PsycINFO. During the search, attention was directed to terms related to female leadership and gender, and to ideas of leadership effectiveness and

organizational behavior. Concepts of team performance, employee motivation, and workplace culture were also included within the overall search strategy.

For inclusion, preference was given to studies in which organizational culture or team dynamics formed a central concern, or in which employee motivation, leadership style, and overall effectiveness were examined in detail. Coverage of the topic was strengthened by allowing theoretical discussion to be read alongside empirical evidence, so that the two types of contribution complemented each other. From an initial group of more than forty studies, a smaller set of twenty sources was chosen. Their methodological quality and clarity were reviewed, and the closeness of each source to the core research question was treated as the main guide for selection.

Across this chosen body of work, recurring themes were noted regarding the effects of female leadership on culture, teamwork, motivation, and patterns of decision making. These findings were then brought together and reshaped into a coherent account of the current state of knowledge. Particular weight was placed on the main advantages that have been reported, on the challenges that persist, and on the central organizational outcomes associated with women who occupy leadership roles. In this way, an assessment grounded in existing evidence was developed, and this was achieved without any need for primary data collection.

Impact of female leaders on organizational behaviour: a review of leadership styles, employee motivation, and team performance

A measurable influence of female leadership on organizational behavior has been reported in the literature. Associations have often been drawn between women leaders and transformational techniques. Through this style, employees have been described as feeling more inspired, while motivation and creativity have been observed at higher levels (Eagly, Johannesen Schmidt, & Van Engen, 2003). In such working environments, engagement has usually been strengthened. Performance of teams, as well as performance of individuals, has been presented as improving under these conditions. Transformational behavior has frequently been linked to collaborative and participative practices, so that people are drawn more actively into their roles. Wider participation in decision processes and in everyday problem solving has been enabled through these approaches. In many studies, greater accountability within teams has been recorded (Paustian Underdahl, Walker, & Woehr, 2014). Descriptions of a stronger sense of ownership have often been given by employees, and long-term commitment with sustained motivation has been viewed as more likely to develop.

Emotional intelligence has been highlighted as a distinctive element in leadership of women. Strong empathy has often been attributed to female leaders, together with self-awareness and high interpersonal sensitivity. On this foundation, conflict resolution has been made easier, and higher trust has been reported, along with more effective communication in organizations where such capabilities are visible (Boyatzis, 2018). Under these conditions, lower intentions to leave have been associated with the workplace, and a more constructive form of corporate culture has been noted. Ethical decision making has been brought to the center more frequently in organizations guided by women, and attention to diversity has been expressed in a clearer way. In this manner, alignment with corporate values has been reinforced more strongly (Eagly & Carli, 2007). When stress and uncertainty have been present, emotionally intelligent leadership has been connected to greater adaptability. This adaptability has been treated as a significant resource in settings that are marked by rapid structural change or technological innovation.

In tasks where creativity and cooperation are required, teams led by women have often been shown to reach better outcomes. A climate of open communication has typically been encouraged, and the sharing of information has been supported in a more deliberate way. Stronger collective functioning has been linked to these patterns. Research findings have indicated that higher collective intelligence can be observed in groups with greater representation of women (Woolley et al., 2010; Bear & Woolley, 2011). On the basis of this evidence, improved problem solving has been connected to gender diverse teams, and more original solutions have been described. Productivity gains have also been documented. These advantages have been regarded as particularly visible in interdisciplinary environments and in settings driven by innovation, where inclusive dialogue is promoted with more consistency and where differing viewpoints are balanced with care.

Positive effects on motivation and satisfaction of employees have been connected to female leadership in a wide range of studies. Recognition of achievement has been stressed more frequently by women leaders, and feedback of a constructive type has been provided with greater regularity. Support for personal growth has been added to these practices (Badura et al., 2018). Under such conditions, higher retention has been reported, and improvements in organizational effectiveness have been presented as likely. Coaching and mentoring orientations have also been associated with leadership of women, and support for career development has been offered more actively. Opportunities for the strengthening of skills have been broadened in these contexts. Psychological safety has tended to be enhanced, and higher levels of learning at the organizational level have been observed, together with increased creativity.

Alongside these advantages, persistent barriers have continued to be documented. Stereotyping and gender bias have been shown to shape the opportunities that are available to women, while social expectations have influenced views of competence in ways that are often negative (Rosette & Tost, 2010). Experience of closer scrutiny has frequently been reported by women in senior positions, and access to leadership networks has sometimes been more limited. Even with such constraints, strategic capacity comparable to that of men has been recorded for female leaders in many organizational settings, and in some cases their competence has been found to exceed that of male counterparts. Adaptive forms of leadership behavior have been used to push back against prejudice, and more inclusive practices have been advanced through these responses.

Taken together, female leadership has often been associated with ethical and high performing organizational environments. Transformational approaches, participative practices, and emotionally intelligent behavior have been linked to favourable outcomes in motivation, teamwork, innovation, and culture. Where gender diversity in leadership has been supported, strategic advantages have been reported, and stronger collaboration with improved performance has been more likely to be reinforced. Over the longer term, these patterns have been connected to more sustainable organizational growth. For this reason, the value of leadership of women has been increasingly emphasized within the literature.

CONCLUSION

Employee motivation, team cohesion, and overall effectiveness of organizations have been shown to be strongly influenced by leadership of women. In much of the research, women in senior roles have been associated with a blend of collaborative and transformational ideas, often expressed through participative ways of working. Through such approaches, the workplace has been portrayed as a setting in which employees feel valued and engaged, rather than ignored or excluded. Cultures of shared accountability and serious attention to fairness have been more likely to emerge under this type of leadership. Patterns of communication have also tended to become more regular and more transparent. Within this literature, emotional intelligence and empathy have been presented as central qualities of women leaders, and ethical judgment has been introduced as another supporting element. When responses to the needs of employees are more attentive, conflict can be reduced with greater ease, trust can be maintained with less effort, and professional relationships may be sustained over a longer period.

In settings guided by women, a wide range of benefits has been reported. Higher satisfaction of employees has frequently been observed, and descriptions of more inclusive corporate cultures have been offered. Teamwork has been linked to noticeable improvement, while creativity has often been described as stronger in these environments. Practice centered on open communication has commonly been encouraged, and internal networks of support have been allowed to grow. Under such conditions, ideas tend to move more freely across roles and teams, knowledge exchange becomes more active, and problem solving is approached in a more collective manner. When participation in decision processes is widened, support for collective intelligence can be strengthened, and teams can reach better outcomes. Through inclusive habits of leadership, both sustainability over the long term and adaptability to change are reinforced. In workplaces that are fast paced and closely tied to innovation,

stronger performance has often been reported in leadership groups that include a higher presence of women.

Alongside these positive patterns, persistent obstacles have also been recorded. Gender bias and stereotyping have been identified as recurring constraints, and social expectations have been shown to influence both access to opportunity and judgments of competence. Even within such environments, resilience of women leaders has frequently been reported, and strong performance has been documented across many sectors. In practice, stereotypes have been challenged through consistent results, through the use of adaptable strategies, and through the building of robust professional networks. When chances for mentorship are widened and leadership training is strengthened, greater effectiveness can be supported. Structural barriers can be reduced when organizational rules and policies are written with equity in view. For these reasons, gender diversity in leadership has been regarded as both an issue of fairness and a source of strategic gain. Stronger teams and higher engagement are more likely to be reinforced when women are supported along leadership pathways, and performance of organizations can be improved when ethical and inclusive cultures are maintained with care. Distinctive perspectives brought by women can be used more fully when their contributions are formally recognised and actively developed. Under conditions of rapid change in business, long term growth is more likely to be sustained when leadership of women is encouraged, and a healthier organizational culture can be secured while competitiveness is strengthened.

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F.Ə.Məmmədova

i.ü.f.d., Dosent, Azərbaycan Memarlıq və İnşaat Universiteti PHŞi
ORCID 0000-0002-1284-7562

V.R.Abasquluzadə

magistrant, Azərbaycan Memarlıq və İnşaat Universiteti PHŞ

**Qadın liderlərin təşkilat davranışına təsiri: liderlik stillərinin, işçilərin motivasiyasının
və komanda fəaliyyətinin icmalı**

Xülasə

Bu tədqiqatda qadın liderlərin təşkilati davranışa təsiri araşdırılır. Onların liderliyinin komanda performansını və işçi motivasiyasını necə formalaşdırdığına, eləcə də iş yerlərində liderliyin daha geniş fəlsəfəsinə diqqət yetirilir. Qadın liderliyi tez-tez transformasiya və əməkdaşlıq yanaşmaları ilə əlaqələndirilir. İştirakçı üslublar da tez-tez yüksək vəzifələrdə çalışan qadınlarla əlaqələndirilir. Empatiya, etik qərar qəbul etmə və emosional zəka kimi keyfiyyətlər müntəzəm olaraq liderlik vəzifələrində çalışan qadınlara aid edilir. Bu xüsusiyyətlər sayəsində daha yaxın iş münasibətlərinin inkişaf etmə ehtimalı daha yüksək hesab olunur. Nəticədə, bu cür liderlik üslubları mövcud olduqda təşkilati effektivliyə nail olmaq çox vaxt daha asan təqdim olunur.

Məqalədə keyfiyyətli ədəbiyyat icmalı metodundan istifadə olunur. Dəlillər akademik kitablardan, həmyaşıdlar tərəfindən nəzərdən keçirilmiş jurnal məqalələrindən və mövcud tədqiqatları ümumiləşdirən daha geniş icmal tədqiqatlarından götürülür. Bu mənbələrdə qadınların rəhbərlik etdiyi təşkilatlarda daha yaxşı komanda performansı tez-tez bildirilir. Daha inklüziv iş yeri mədəniyyətləri təsvir edilir və daha yüksək iş məmnuniyyəti tez-tez bu mühitlərlə əlaqələndirilir. Bir çox hallarda daha böyük innovasiya da vurğulanır. Eyni zamanda, gender qərəzliliyi və stereotiplər hələ də tam aradan qalxmamış maneələr kimi müəyyən edilir. Buna baxmayaraq, qadın liderlərin fəaliyyətinin müxtəlif təşkilati kontekstlərdə kişilərin fəaliyyətinə bənzər və ya daha güclü olduğu dəfələrlə göstərilir. Bu səbəblərə görə, qadın liderliyi və gender müxtəlifliyi ədalət və ya bərabərlik məsələlərindən daha çox şey kimi təqdim olunur.

Açar sözlər: *qadın liderliyi, təşkilati davranış, transformasional liderlik, əməkdaş motivasiyası, komanda fəaliyyəti, əməkdaşlıq, emosional intellekt, etik qərarvermə, iş məmnuniyyəti, iş mühiti, gender müxtəlifliyi, liderliyin effektivliyi, komanda birliyi, participativ liderlik, innovasiya, təşkilati effektivlik, kollektiv intellekt, inklüziv mədəniyyət, gender bərabərliyi, liderliyin təsiri.*

