National Culture Favouring Gender Equality, Supervisor Gender and Supportive Behaviours towards Employees

Journal:	*Gender in Management: an International Journal*
Manuscript ID	GM-04-2023-0147.R3
Manuscript Type:	Original Article
Keywords:	Gender, National cultures, Hofstede, Social role theory, Supervisors' supportive behaviours

SCHOLARONE™
Manuscripts

National Culture Favouring Gender Equality, Supervisor Gender and Supportive Behaviours towards Employees

Abstract

- Purpose – This study examines the effect of the interplay between national culture and supervisor gender on supervisors' supportive behaviours towards employees in Europe.
- Design/methodology/approach – Based on Hofstede's cultural scores for 34 European countries, two clusters of countries were identified, reflecting two cultural configurations: *favouring* versus *not favouring* gender equality (GE). For hypotheses testing, we used a sample of 21,335 native employees, obtained from the European Working Conditions Survey.
- Findings – Women in supervisory positions, compared to men, provided more support to subordinates in terms of *respect*, *recognition*, *encouraging development*, and *providing feedback*. In countries with cultures favouring progress towards GE (small power distance, weak uncertainty avoidance, individualism, and indulgence), only *respect* and *recognition* were more prevalent. In countries with the opposing cultural configuration, other supportive behaviours stood out: *coordinating work*, *providing feedback*, and *helping with work*. Furthermore, the impact of supervisor gender on supportive behaviours was influenced by national culture. Gender differences were larger in countries with a culture favouring progress towards GE compared to countries not favouring such progress.
- Originality – We present a pioneering study that delves into national values as they relate to progress towards GE to understand the differences between male and female supervisors in the display of six supportive behaviours towards their subordinates. Our cultural approach nuances some of the predictions of social role theory.

Keywords

Gender, National culture, Hofstede, Social role theory, Supervisors' supportive behaviours.

Gender in Management: an International Journal

Gender in Management: an International Journal

1. Introduction

In parallel with the overarching goal of gender equality (GE), the role of women within organisations is changing worldwide, albeit such changes are happening at different rates from country to country (United Nations, 2021). National regulatory efforts to encourage GE can be hindered by deep-rooted cultural values (Alhejji *et al.*, 2018), which influence people's perceptions and behaviours (Peterson and Barreto, 2018), impacting workplace relationships (Rockstuhl *et al.*, 2020) and approaches to management (Hofstede *et al.*, 2010). In fact, prior research, using Hofstede's cultural dimensions (Hofstede, 2001), revealed that certain national values support the transition of countries from upholding more traditional perspectives on gender roles to becoming more gender egalitarian societies, while others do not (Parboteeah *et al.*, 2008; Peterson *et al.*, 2019).

However, it is not yet known how cultural values favouring GE impact men's and women's managerial behaviours. Addressing this gap is especially relevant when casting a spotlight on supervisors and the supportive behaviours they show towards employees under their control as these form a crucial part of employees daily working conditions (Ganesh and Ganesh, 2014; Paustian-Underdahl *et al.*, 2013). And, understanding how culture influences these supportive behaviours could be very insightful for leaders in positions with interpersonal influence over subordinates (Shen and Joseph, 2021).

Accordingly, we analyse how a combination of national values favouring GE influence male and female supervisors' supportive behaviours. This study is novel in three ways. First, although our work is not the first to look at Hofstede model regarding gender (Moulettes, 2007;

Peterson *et al.*, 2019), ours is the first to empirically apply the conceptual idea that different Hofstede's dimensions can jointly support the transition of countries to GE. Second, female leaders have been found to be more supportive than males (Vecchio, 2002), given that women tend to score higher on communal traits – e.g., more helpful and caring – (Eagly, 2009), but we are the first to examine whether or not this gender gap remains constant across cultures. And third, as supervisors may use different approaches to supporting their employees – e.g., emotional support, task performance – (Dale and Fox, 2008), we independently analysed different supportive behaviours, a novel approach since previous research studied supervisor support as a single construct (e.g., Hamza *et al.*, 2021; Hauff *et al.*, 2020). Independent analysis of these behaviours provides insights into the possible effects of supervisor gender and culture, and their interaction on different supportive behaviours.

Our study on the interaction between national culture and supervisor gender is pertinent to advancing the understanding of the contextual factors behind different supervisor's supportive behaviours towards employees. For instance, regarding international mobility, gaining insight into the way supervisors exhibit supportive behaviours based on their gender and cultural values, and recognising the kind of support expected by employees in the receiving country is crucial. This knowledge would allow firms to facilitate smooth transitions and to foster effective supervisor-employee interactions, thus, enhancing the success of international mobility initiatives. As women are increasingly reaching leadership positions worldwide, uncovering how cultural values favouring GE impact gender differences in managerial behaviours is important for companies nowadays.

Gender in Management: an International Journal

Specifically, we examine gender-based and culture-based interactive effects on six supervisors' supportive behaviours in a sample of 21,335 native employees from 34 European countries (Eurofound, 2017). Europe is an appropriate context for this study because of its diverse sociocultural traditions and legislative frameworks. Our findings reveal that women tend to offer more support than men only in certain supportive behaviours. Additionally, supervisors in countries with cultural values supporting progress towards GE intensify some supportive behaviours (respect, recognition) while lessening others (coordinating work, providing feedback). Finally, we found that in countries with cultural values favouring progress towards GE, despite diminishing social role disparities, gender differences in supportive behaviours increase.

2. Theoretical Foundations

2.1. Supervisor Gender and Supportive Behaviours

Supervisor's supportive behaviours are defined as the perceptions of subordinates concerning the extent to which supervisors value their contributions and care about their personal and professional needs (Paustian-Underdahl *et al.*, 2013). It includes a climate of trust and respect at work, emotional support, facilitating job performance (Dale and Fox, 2008), and career development (Woznyj *et al.*, 2017). Thus, when leaders hold a position with interpersonal influence over their subordinates, those specific supportive behaviours turn relevant (Shen and Joseph, 2021).

To examine each specific supportive behaviour, public Working Condition Surveys have included: respecting subordinates (hereafter, 'respect'); giving praise and recognition (hereafter, 'recognition'); getting people to work together (hereafter, 'coordinating work'); being helpful in

Gender in Management: an International Journal

getting the job done (hereafter, 'helping with work'); providing feedback (hereafter, 'providing feedback'); and encouraging and supporting subordinate development (hereafter, 'encouraging development').

The link between supervisor gender and the various supportive behaviours is found in the leadership literature (e.g., Shen and Joseph, 2021). According to social role theory (Eagly *et al.*, 1995), male leaders are better in roles that are consistent with the male gender role (e.g., ability to control people), while female leaders are better in roles that are consistent with the female gender role (e.g., ability to cooperate). Additionally, men and women seem to respond differently in several facets of social relations (Eagly, 2009), with men scoring lower than women on communal traits (sociable, considerate, useful, selfless, caring, interdependent, family-oriented, and connected), but scoring higher in agentic traits (trusting, hard worker, assertive, ambitious, dominant, independent, self-sufficient, individualist, and competitive). Consistently, female leaders show empathy and build relationships easier than males (Fletcher *et al.*, 2000). Regarding supportive behaviours, they can be person-oriented or task-oriented (Mathieu *et al.*, 2016). Nonetheless, both demonstrate concern for employees (either for psychosocial or work-related needs). Thus, all supportive behaviours are linked to relationship-oriented qualities (Yukl, 2001), in which women tend to excel (Eagly and Wood, 2012; Fletcher *et al.*, 2000).

Social role theory (Eagly and Wood, 2012) also acknowledges that recent social changes could involve variations in the communal and agentic traits of people. Differences in agentic traits between men and women have diminished because women have moved into new educational and employment arenas, reflecting the "masculinising" of women's experiences. However, differences in communal traits between genders have remained because men have

Gender in Management: an International Journal

entered female-typical roles (e.g., family-caring activities) at a much slower pace (Eagly and Wood, 2012). Therefore, as supportive behaviours fall into the communal repertoire, we expect women to be more supportive towards subordinates than men. Moreover, as the previous arguments apply to all industrialised countries, regardless of national cultures, we propose:

H1. Across countries, female supervisors will be more supportive of their subordinates than males in terms of: respect (H1a), recognition (H1b), encouraging development (H1c), coordinating work (H1d), helping with work (H1e), and providing feedback (H1f).

2.2. National Cultural Values Towards GE

National cultural traditions condition employees' and managers' behaviours (Peterson *et al.*, 2019), so universalistic arguments are not always applicable. According to Hofstede (2001, p. 9), culture is "the collective programming of the mind that distinguishes the members of one group or category from another", being long-lasting and durable in nature (Minkov, 2013). Although Hofstede's model has been criticised (e.g., Moulettes, 2007; Sent and Kroese, 2022), it has been widely followed (e.g., Sent and Kroese, 2022) due to his pioneering proposal of several cultural dimensions with an index for each one (Beugelsdijk *et al.*, 2017).

Hofstede *et al.* (2010) described six cultural dimensions: (1) *Power distance*, the basic problem of human inequality; (2) *Uncertainty avoidance*, the level of stress in a society in the face of an unknown future; (3) *Individualism* (versus collectivism), the integration of individuals into primary groups; (4) *Masculinity* (versus femininity), the division of emotional roles between women and men; (5) *Long-term* (versus short-term) *orientation*, the choice of focus for people's efforts: future versus present and past; (6) *Indulgence* (versus restraint), the gratification or

Gender in Management: an International Journal

control of the basic human desires related to enjoying life. However, cultural dimensions occur jointly (Hofstede, 2011), and the study of such combinations is known as the 'configurational approach' to culture (Rockstuhl *et al.*, 2020). Moreover, the country score on each dimension represents a reference point around which the population locates, so that people from different countries but close cultures can share cultural values (Minkov and Hofstede, 2014). Therefore, common cultural patterns for groups of countries are possible (Beugelsdijk *et al.*, 2017; Hofstede, 2001).

Considering gender roles, Parboteeah *et al.* (2008) associated three cultural values representing a conservative and masculine-dominated hierarchical society (strong uncertainty avoidance, large power distance, and masculinity) with the preservation of traditional gender roles. Later, Peterson *et al.* (2019) proposed cultural characteristics of countries where movement towards more GE was initiated early on: small power distance, weak uncertainty avoidance, individualism, femininity, and indulgence. Table I offers arguments linking these cultural dimensions to the change (or not) in traditional gender roles.

[Table-I]

Importantly, it should not be inferred that countries with a culture favouring progress towards GE would exhibit more behaviours traditionally associated with female roles. The cultural configuration favouring GE includes cultural values associated with the reduction of inequalities between men and women (e.g., small power distance, femininity), but also values associated with the acceptance of social changes (e.g., weak uncertainty avoidance, individualism). This is relevant because some of the latter values can foster agentic traits in individuals (e.g., independent, self-sufficient, individualist). Thus, not all communal traits (e.g.,

Gender in Management: an International Journal

considerate, interdependent, connected) will be more prevalent in countries with a cultural configuration favouring progress towards GE.

2.3. Cultural Configuration Favouring GE and Supportive Behaviours

Since the influence of cultural configurations favouring GE on specific supervisors' supportive behaviours has not yet been studied, we addressed these relationships from previous literature examining cultural dimensions and their impact on organisations (Earley, 1999; Hofstede, 1994, 2011; House *et al.*, 2004; Mustafa *et al.*, 2017; Taras *et al.*, 2010, 2011). After a thorough analysis, we deducted in Table II the impact of such dimensions on the six supportive behaviours under study. It is remarkable that cultural values jointly act within a configuration to encourage specific supportive behaviours. For example, in societies that are individualistic and display weak uncertainty avoidance, supervisors can expect subordinates to have more confidence when facing ambitious goals, but fewer interpersonal needs (Schaubroeck *et al.*, 2007). Hence, these values reinforce each other, reducing the need for supervisors to *coordinate work*, *help with work*, and *provide feedback*.

[Table-II]

H2. Supervisors in countries with a cultural configuration favouring GE (small power distance, weak uncertainty avoidance, individualism, femininity, and indulgence), compared to those with the opposing cultural configuration, will show more behaviours relating to: respect (H2a), recognition (H2b), and encouraging development (H2c); but fewer relating to: coordinating work (H2d), helping with work (H2e), and providing feedback (H2f).

Gender in Management: an International Journal

2.4. Cultural Configurations and the Effect of Supervisor Gender on Supportive Behaviours

National values, including those concerning gender roles, matter in the gender analysis of managers' behaviours (Peterson and Barreto, 2018). Understandably, cultures that favour GE may see varied changes in gender roles (Kalmijn, 2003), potentially moderating the impact of supervisor gender on their supportive behaviours.

As social changes affect gender roles, social role theory (Eagly and Wood, 2012) predicts some eventual convergence between male and female traits. In a GE society, men will enter female-typical roles in the private and professional arenas, adapting to take on more communal traits; while women will move into male-typical arenas, thus developing agentic traits. Given this logic, as supportive behaviours belong to the communal repertoire, in a society that favours progress towards GE (where men are expected to enter feminine arenas), one could reason a reduction in the differences between the supportive behaviour deployed by male and female supervisors. However, female leaders in GE societies will feel liberated and empowered (Ely and Padavic, 2007), and freer to adopt a "feminine leadership" and reject the masculine prototype (Paris *et al.*, 2009). Accordingly, it could be expected that both women and men will increase their communal traits in GE societies. However, as men are entering female-typical arenas at a slower pace (Eagly and Wood, 2012), we posit that rather than a convergence a divergence may occur.

H3. The effect of supervisor gender on supportive behaviours towards subordinates (H1) in terms of respect (H3a), recognition (H3b), encouraging development (H3c), coordinating work (H3d), helping with work (H3e), and providing feedback (H3f) is expected to be larger in countries with a cultural configuration favouring GE (small power distance, weak uncertainty

Gender in Management: an International Journal

avoidance, individualism, femininity, and indulgence) than in those with the opposing cultural configuration.

3. Method

3.1. Sample

The sample was obtained from the sixth EWCS (Eurofound, 2017) conducted in 2015, the most recent edition for which separate data on supervisors' supportive behaviours is available. We included data from workers who: have an immediate boss (supervisor), work in organisations with 10 or more employees, were born (they and their parents) in the country where they work, and live in a country for which data on the cultural dimensions of Hofstede *et al.* (2010) is available. Our sample covered 21,335 subordinates from 34 European countries (ranging from 7.5% in Spain to 1.3% in Luxembourg). Men and women were evenly represented (49% and 51%, respectively). Ages ranged 15-88, with 71% being over 35 years old. Finally, 65.8% of workers had a male supervisor, while 34.2% had a female supervisor.

3.2. Variables

Dependent variables. Six supervisor's supportive behaviours from EWCS-Q63 (respect, recognition, encouraging development, coordinating work, helping with work, and providing feedback) were measured through employees' level of agreement with six statements about their supervisor (e.g., "Your immediate boss respects you as a person"), on a 1-5 scale (recoded so 5=maximum agreement). Although some methodologists advocate the use of multiple-item measures, single-item measures provide validity and acceptable psychometric properties (Matthews *et al.*, 2022), even for dependent variables (Grissom *et al.*, 2012).

Gender in Management: an International Journal

Independent variables. *Supervisor gender* was operationalised using EWCS-Q62: "Is your immediate boss a man or a woman?". For *culture*, data on five cultural dimensions (power distance, uncertainty avoidance, individualism, masculinity, and indulgence) were taken from the most recent Hofstede Dimension Data Matrix (2015). *Culture* was operationalised through two cultural configurations among the 34 European countries included in our sample: *favouring* versus *not favouring* GE.

3.3. Analyses

Analyses were performed using JASP. Firstly, to classify the countries according to their cultural configurations, a k-means cluster analysis was performed. This is a widely used non-hierarchical clustering algorithm which provides easy-to-interpret results. Pseudo-*F*, complemented by the elbow method, were used to identify the optimal number of clusters. A multivariate analysis of variance (MANOVA) and follow-up ANOVAs were conducted for hypotheses testing (Figure 1). Across all frequentist analyses, alpha level was .05 and effect sizes were reported using Cohen's *d* and η^2_p. To overcome the limitations of the null hypothesis significance testing and to provide a clearer picture of the phenomena under study, Bayesian paired samples *t*-test analyses were also conducted.

Figure 1

Statistical model for the MANOVA

Gender in Management: an International Journal

Gender in Management: an International Journal

4. Results

4.1. *Cultural Configurations*

According to pseudo-*F*, the optimal number of clusters in our data was 2, as it had the larger value (18.95, other solutions ranging between 13.49–16.49). This solution was supported by the elbow method, which showed a considerable improvement in the Bayesian Information Criterion (BIC) when transitioning from 1 to 2 clusters (BIC change -14.55), and very few gains when moving to a 3 clusters solution (BIC change -9.30). Figure 2 shows the results of the k-means cluster analysis (k=2) performed for the 34 European countries on the five cultural dimensions.

Figure 2

K-mean cluster solution

This two-cluster solution offered opposing cultural configurations with high and low scores in each cultural dimension. Countries in cluster-1, compared to cluster-2, had lower power distance, $t(31.40)=9.06$, $p<.001$, lower uncertainty avoidance, $t(32)=7.06$, $p<.001$, higher individualism, $t(27.77)=-4.62$, $p<.001$, and higher indulgence $t(32)=-2.73$, $p=.010$. Considering Cohen's *d* effect sizes (whose absolute value reflects the magnitude of the mean differences, and the sign indicating the effect's direction), *power distance* is the most relevant dimension ($d=3.02$), followed by *uncertainty avoidance* ($d=2.46$), *individualism* ($d=-1.51$); *indulgence* is the least influential in the cluster definition ($d=-0.95$). No significant differences were found for *masculinity*, $t(21.94)=1.78$, $p=.089$, $d=0.64$. Consequently, cluster-1 corresponds to the cultural

configuration favouring progress towards GE, while cluster-2 corresponds to the cultural configuration not favouring that progress.

Considering this cluster solution, 8,649 workers were from countries in the cluster favouring GE (38.2% having female supervisors) while 12,686 were from those not favouring GE (31.4% having female supervisors). To validate our cluster solution, we ran independent sample *t*-tests for GE indexes. Countries in cluster-1, compared to cluster-2, scored better in the Gender Equality Index (European Institute for Gender Equality, 2022), 71.16 versus 62.53, respectively – $t(24)=-2.82$, $p=.009$, $d=-1.12$; and the Gender Inequality Index (United Nations Development Programme, 2022), 0.06 versus 0.17, respectively – $t(32)=2.68$, $p=.012$, $d=0.93$.

4.2. *Hypotheses Testing*

The 2(supervisor gender: man, woman) x 2(culture: favouring GE, not favouring GE) MANOVA on the six supervisor's supportive behaviours revealed a significant effect of supervisor gender, $V=.005$, $F(6,20329)=16.81$, $p<.001$, and culture, $V=.034$, $F(6,20329)=119.13$, $p<.001$, on the degree to which supervisors were supportive towards their subordinates. Moreover, a significant Supervisor gender x Culture interaction was found, $V=.001$, $F(6,20329)=3.87$, $p<.001$. Table III shows the follow-up ANOVAs and the Bayesian *t*-tests for each supportive behaviour, organised by hypothesis.

[Table-III]

Regarding H1, the ANOVAs showed that female supervisors were more supportive than males in four out of six studied behaviours (H1a-b-c-f). Bayesian analyses gave strong to decisive evidence in favour of these hypotheses. For *coordinating work* and *helping with work*,

Gender in Management: an International Journal

the Bayesian analyses gave moderate and anecdotal evidence, respectively, indicating no differences between men and women (H1d-e).

In terms of culture, the results supported H2 for all behaviours except *encouraging development* (H2c). That is, supervisors from cultures favouring GE, compared to the opposing cultural configuration, were more supportive of their subordinates regarding *respect* and *recognition*, but less supportive concerning *coordinating work*, *helping with work,* and *providing feedback*, with the Bayes factor providing decisive evidence for these hypotheses (Table III).

Lastly, a significant Supervisor gender x Culture interaction was found for four of the supportive behaviours, corroborating H3a-b-c-d (Table III). The *post hoc* comparisons using Bonferroni correction indicated that, for *respect* and *coordinating work*, there was a gender effect (women being more supportive than men) in societies with a culture favouring GE, *ps*<.001, but not in the opposing cultural configuration, *ps*=1.000 (Figure 3). Moreover, the *post hoc* comparisons showed that, for *recognition* and *encouraging development*, the gender effect occurred in both cultures, *ps*<.007, but the effect was larger in the favouring GE cluster (Figure 3).

Figure 3

Supervisor gender x Culture interaction by supportive behaviour

5. Discussion

From a universalistic approach, we proposed that women would be more supportive of their subordinates than men in terms of six supportive behaviours. Moreover, following a

Gender in Management: an International Journal

cultural contingency approach, we compared two cultural configurations to identify differences between countries that would explain these supportive behaviours, as well as the differences in the effect of supervisor gender on such behaviours.

Regarding the universalistic gender effect, our results showed the relevance of gender in management in Europe. In line with social role theory (Eagly and Wood, 2012), female supervisors provided more support to subordinates than males in four behaviours: *respect*, *recognition*, *encouraging development*, and *providing feedback*. Although Yukl (2001) considered support for both employees' work and psychosocial needs to be linked to relationship-oriented qualities, in which women are generally more skilled than men (Eagly and Wood, 2012; Fletcher *et al.*, 2000), we have nuanced this idea. Our data suggests that for *coordinating work* and *helping with work*, both task-oriented behaviours (Mathieu *et al.*, 2016), the differences between male and female supervisors are weak or inconclusive. Task-oriented support may be motivated by the desire to support the subordinate, but also by the pursuit of higher standards of performance (Mathieu *et al.*, 2016). Although these motivations are not mutually exclusive, the former aligns with communal traits, where women excel, and the latter with agentic traits, where men excel. As a result, this alignment of motivations may lead to similarities between men and women in displaying these two supportive behaviours.

Culture was analysed using two cultural configurations theoretically based on Parboteeah *et al.* (2008) and Peterson *et al.* (2019), and empirically measured with five cultural dimensions of Hofstede's model (Hofstede, 2001; Hofstede *et al.*, 2010). We found significant differences between configurations for four dimensions (listed in order of relevance): *power distance*, *uncertainty avoidance*, *individualism*, and *indulgence*. Masculinity did not discriminate between

Gender in Management: an International Journal

the two configurations, as high levels of masculinity were also found in some countries with a culture *favouring* GE (e.g., Germany, United Kingdom, Austria). This could stem from masculinity combining different cultural features (Maleki and de Jong, 2014) like *mastery* or *status attainment*, *gender egalitarianism*, and *assertiveness*, which may not always align in all countries. Moreover, caution has been advised regarding the use of Hofstede's masculinity dimension for categorising a country as a masculine society due to his use of the gender concept (Moulettes, 2007).

Thus, the cultural configuration favouring progress towards GE in Europe is characterised by *low power distance*, *weak uncertainty avoidance*, *individualism*, and *indulgence*. Remarkably, cultural values that diminish the relevance of hierarchy and mitigate inequalities (low power distance) are the most prominent when defining this cultural configuration. Furthermore, values related to the acceptance of social change (weak uncertainty avoidance) are the next most relevant when classifying a country into this cultural cluster. In particular, weak uncertainty avoidance influences the acceptance of situations where gender roles have no clear definition, and so, a trend towards GE can emerge (Parboteeah *et al.*, 2008). Lastly, individualism liberates both women and men from intragroup ties and the need to conform with the wider community, enabling a shift away from gendered, shared social norms (Peterson *et al.*, 2019). It is remarkable how the Nordic cultural zone (e.g., Norway, Sweden, Finland), widely recognised for its GE culture (Beugelsdijk *et al.*, 2017), extends towards bordering countries (Figure 2). Conversely, the remaining countries on the map –mostly southern Europe countries– share an opposing cultural configuration that seems to hinder the progress towards GE (i.e., large power distance that emphasise hierarchy, strong uncertainty avoidance with low tolerance for no clear definition of gender roles). This rationale behind the resulting map of Europe adds validity to our

Gender in Management: an International Journal

configurations, further reinforced by the better position of the cultural configuration favouring GE in the GE indexes.

Overall, despite the criticisms of Hofstede's model, our results provide new evidence for its general robustness. Although the masculinity dimension has weaknesses in relation to the gender issues (Maleki and de Jong, 2014; Moulettes, 2007) that our results corroborate, four dimensions remain useful in elucidating countries' transition from traditional gender roles towards more egalitarian societies.

These cultural configurations prove useful for understanding the impact of national culture on supervisors' supportive behaviours towards subordinates in Europe. Supervisors in cultures favouring GE offer more respect and recognition to their employees, while in cultures not favouring GE, they offer more help with work, more feedback, and coordinate work better. Considering that support can address both employees' psychosocial and work-related needs (Yukl, 2001), our results suggest that supervisors in cultures favouring GE, compared to the opposing cultural configuration, focus on psychosocial needs, deploying more person-oriented behaviours (respect, recognition and encouraging development); while they focus less on work-related needs, deploying fewer task-oriented behaviours (helping with work, providing feedback and coordinating work). Therefore, in countries with cultures favouring GE, not all supportive behaviours will necessarily be more prevalent.

Additionally, cultural configurations moderate the impact of supervisor gender on four supportive behaviours. Differences between female and male supervisors regarding *respect*, *recognition*, *encouraging development*, and *coordinating work* were larger in cultures favouring GE than in the opposing configuration. This suggests that cultures favouring GE reinforce the

Gender in Management: an International Journal

female working style, allowing women to feel freer to use elements of "feminine leadership" (Paris *et al.*, 2009), namely communal traits like sociable, considerate, and caring (Eagly and Wood, 2012). Conversely, in cultures not favouring GE, women seem to be led towards identifying themselves with male attributes in order to reach managerial positions.

Interestingly, both the lowest and highest levels of supportive behaviour were found in cultures favouring GE (Figure 3). While the lowest level was deployed by men in task-oriented supportive behaviours (helping with work, providing feedback), the highest level was deployed by women in terms of person-oriented behaviours (respect, recognition). Based on the Table II analysis, employees in cultures favouring GE can expect to observe more person-oriented but fewer task-oriented behaviours. Therefore, our results suggest that, in complying with the cultural values of a culture that favours GE, women's superior communal traits enable them to increase person-oriented behaviours, whereas the greater agentic and lesser communal traits of men would facilitate a decrease in task-oriented behaviours.

5.1. Theoretical Contribution

We have carried out a pioneering study on the role of national cultural values that favour progress towards GE on the differences between male and female supervisors' supportive behaviours. Moreover, we go beyond prior literature by separately studying six different supportive behaviours. These novel approaches have allowed us to provide relevant theoretical contributions.

First, it is possible that task-oriented supportive behaviours are aimed more at raising performance levels, rather than simply supporting employees' needs (Yukl, 2001). This might allow male and female supervisors to provide a similar level of task-oriented support stemming

Gender in Management: an International Journal

from different motivations. Second, culture matters when examining gender differences in leadership. In cultures favouring GE, only respect and recognition, which are person-oriented supportive behaviours, are more prevalent, while task-oriented supportive behaviours (coordinating work, providing feedback, and helping with work) dominate in countries with cultures not favouring GE. Lastly, our cultural approach nuances some of the predictions of social role theory (Eagly and Wood, 2012). In cultures that are closer to GE, where individuals are more likely to assume social roles traditionally attributed to the other gender, our data shows that gender differences actually increase, rather than decrease as the theory suggests. Female supervisors seem to feel more liberated to exhibit communal traits, thereby accentuating differences with their male counterparts.

5.2. Practical Implications

Our findings are relevant to organisations. They can find those supportive behaviours that subordinates expect to see, and supervisors are ready to show across cultural configurations, which is useful for refining the selection of managers, especially in the case of international relocations. For example, if a supervisor relocates from Finland to Spain, they should be trained to further assist the subordinate in *coordinating work*, *helping with work*, and *providing feedback*. If the relocation is the other way around, the training should focus on ways to show *respect* and *recognition* for a job well done.

Finally, our findings are also useful for policy makers. When formulating policies to promote GE, they should consider the cultural configuration of their countries in divulgating the information on the differential value that women bring to the workplace. Moreover, because national cultures are long-lasting and difficult to change (Minkov, 2013), they could consider

Gender in Management: an International Journal

adopting policies to attract foreign managers and employees (e.g., expatriates, immigrants) from nations where cultural values favour GE, which could contribute towards refreshing enduring assumptions about gender roles.

5.3. Limitations and Future Research

First, as this study only includes European countries, extending it to other parts of the world (e.g., Asia, Africa) is necessary to validate our findings. Second, as we used secondary data, we are constrained by its availability and the time of collection, 2015. Although this limitation exists, it unlikely compromises our contributions, as national culture is long-lasting and durable in nature (Minkov, 2013). Third, it would be of interest to explore alternative methodologies to identify groups of countries and cultural configurations (e.g., fuzzy clustering and set analysis, qualitative comparative analysis). Fourth, future research could investigate each supportive behaviour using multi-item scales for examining facets of a particular behaviour (e.g., encouraging development could be oriented to individual, team, or organisation's goals). Fifth, given that a firm's characteristics (e.g., organisational culture, industry) could condition supervisors' behaviours and gender differences (Ely and Padavic, 2007), further research could benefit from their inclusion. Sixth, as our findings suggest that female and male supervisors adapt their supportive behaviours to national culture, an interesting question arises: are supervisors successfully adjusting their level of support to their employee's expectations according to their cultural values? This is relevant as the degree of adjustment could affect employees' job satisfaction, wellbeing or engagement. Lastly, as supervisors' supportive behaviours towards employees could be conditioned by the subordinate's gender (Paustian-

Gender in Management: an International Journal

Underdahl *et al.*, 2017), it will be relevant to analyse the double interaction effect by gender (Employee gender x Supervisor gender) considering the moderating effect of national culture.

6. Conclusions

We identified two groups of European countries that differ in their cultural configuration: fourteen countries that share national values favouring progress towards GE (small power distance, weak uncertainty avoidance, individualism, and indulgence), and twenty countries characterised by the opposing cultural values. Based on these cultural configurations, our findings support the existence of cross-cultural differences regarding gender in management in the European context. Therefore, there is no single best way to manage across cultures (Michael, 1997).

Our research contributes towards expanding knowledge of these cultural influences by: (1) providing cross-cultural evidence of six specific supportive behaviours that supervisors display; (2) understanding how supervisor gender impacts the display of those behaviours and how that varies across cultures. This has allowed us to examine the universalistic predictions of social role theory across cultural configurations of national values. The findings in cultures favouring progress towards GE challenged the predictions of this theory, calling for further research.

7. References

Alhejji, H., Ng, E.S., Garavan, T. and Carbery, R. (2018), "The impact of formal and informal distance on gender equality approaches: the case of a British MNC in Saudi Arabia", *Thunderbird International Business Review*, Vol. 60 No. 2, pp. 148–159, doi: 10.1002/tie.

Beugelsdijk, S., Kostova, T. and Roth, K. (2017), "An overview of Hofstede-inspired country-level culture research in international business since 2006", *Journal of International Business Studies*, Palgrave Macmillan UK, Vol. 48 No. 1, pp. 30–47, doi: 10.1057/s41267-016-0038-8.

Gender in Management: an International Journal

Dale, K. and Fox, M.L. (2008), "Leadership style and organizational commitment: mediating effect of role stress", *Journal of Managerial Issues*, Vol. 20 No. 1, pp. 109–130.

Eagly, A.H. (2009), "The his and hers of prosocial behavior: an examination of the social psychology of gender", *American Psychologist*, Vol. 34 No. 8, pp. 644–658.

Eagly, A.H., Karau, S.J. and Makhijani, M.G. (1995), "Gender and the effectiveness of leaders: a meta-analysis", *Psychological Bulletin*, Vol. 117 No. 1, pp. 125–145, doi: 10.1037/0033-2909.117.1.125.

Eagly, A.H. and Wood, W. (2012), "Social Role Theory", in Van Lange, P.A.M., Kruglanski, A.W. and Higgins, E.T. (Eds.), *Handbook of Theories of Social Psychology*, Vol. 2, SAGE Publications Ldt, London, pp. 458–476.

Earley, P.C. (1999), "Playing follow the leader: status-determining traits in relation to collective efficacy across cultures", *Organizational Behavior and Human Decision Processes*, Vol. 80 No. 3, pp. 192–212, doi: 10.1006/obhd.1999.2863.

Ely, R. and Padavic, I. (2007), "A feminist analysis of organizational research on sex differences", *The Academy of Management Review*, Vol. 32 No. 4, pp. 1121–1143, doi: 10.5465/amr.2007.26585842.

Eurofound. (2017), *Sixth European Working Conditions Survey – Overview Report (2017 Update)*, Luxembourg.

European Institute for Gender Equality. (2022), *Gender Equality Index 2022: The COVID-19 Pandemic and Care*, Publications Office of the European Union, Luxembourg.

Fletcher, J.K., Jordan, J. V. and Miller, J.B. (2000), "Women and the workplace: applications of a psychodynamic theory", *American Journal of Psychoanalysis*, Vol. 60 No. 3, pp. 243–261, doi: 10.1023/A:1001973704517.

Ganesh, S. and Ganesh, M.P. (2014), "Effects of masculinity-femininity on quality of work life: understanding the moderating roles of gender and social support", *Gender in Management: An International Journal*, Vol. 29 No. 4, pp. 229–253, doi: 10.1108/GM-07-2013-0085.

Grissom, J.A., Nicholson-Crotty, J. and Keiser, L. (2012), "Does my boss's gender matter? Explaining job satisfaction and employee turnover in the public sector", *Journal of Public Administration Research and Theory*, Vol. 22 No. 4, pp. 649–673, doi: 10.1093/jopart/mus004.

Hamza, M.A., Rehman, S., Sarwar, A. and Shoukat, A. (2021), "Understanding work engagement through multi-level investigations: from antecedents to outcomes", *International Journal of Advanced and Applied Sciences*, Vol. 8 No. 2, pp. 6–16, doi: 10.21833/ijaas.2021.02.002.

Hauff, S., Felfe, J. and Klug, K. (2020), "High-performance work practices, employee well-being, and supportive leadership: spillover mechanisms and boundary conditions between HRM and leadership behavior", *International Journal of Human Resource Management*, Routledge, Vol. 33 No. 10, pp. 2109–2137, doi: 10.1080/09585192.2020.1841819.

Hofstede Dimension Data Matrix. (2015), "Data from: Hofstede dimension data matrix [Dataset]", available at: https://geerthofstede.com/research-and-vsm/dimension-data-matrix/.

Gender in Management: an International Journal

Hofstede, G. (1984), *Culture's Consequences: International Differences in Work-Related Values*, SAGE Publications.

Hofstede, G. (1994), *Cultures and Organizations: Software of the Mind: Intercultural Cooperation and Its Importance for Survival*, Harper Collins Publishers.

Hofstede, G. (2001), *Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations Across Nations*, SAGE Publications.

Hofstede, G. (2011), "Dimensionalizing cultures: the Hofstede model in context", *Online Readings in Psychology and Culture*, Vol. 2 No. 1, doi: 10.9707/2307-0919.1014.

Hofstede, G., Hofstede, G.J. and Minkov, M. (2010), *Cultures and Organizations: Software of the Mind*, 3rd ed., McGraw-Hill.

House, R.J., Hanges, P.J., Javidan, M., Dorfman, P.W. and Gupta, V. (2004), *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*, SAGE Publications.

Hui, C.H. and Villareal, M.J. (1989), "Individualism-collectivism and psychological needs: their relationships in two cultures", *Journal of Cross-Cultural Psychology1*, Vol. 20 No. 3, pp. 310–323, doi: 10.1177/0022022189203005.

Kalmijn, M. (2003), "Country differences in sex-role attitudes: cultural and economic explanations", in Arts, W., Hagenaars, J. and Halman, L. (Eds.), *The Cultural Diversity of European Unity*, Brill, pp. 311–337.

Maleki, A. and de Jong, M. (2014), *A Proposal for Clustering the Dimensions of National Culture*, *Cross-Cultural Research*, Vol. 48, doi: 10.1177/1069397113510268.

Mathieu, C., Fabi, B., Lacoursière, R. and Raymond, L. (2016), "The role of supervisory behavior, job satisfaction and organizational commitment on employee turnover", *Journal of Management & Organization*, Vol. 22 No. 1, pp. 113–129, doi: 10.1017/jmo.2015.25.

Matthews, R.A., Pineault, L. and Hong, Y.H. (2022), *Normalizing the Use of Single-Item Measures: Validation of the Single-Item Compendium for Organizational Psychology*, *Journal of Business and Psychology*, Vol. 37, Springer US, doi: 10.1007/s10869-022-09813-3.

Michael, J. (1997), "A conceptual framework for aligning managerial behaviors with cultural work values", *International Journal of Commerce and Management*, Vol. 7 No. 3–4, pp. 81–101, doi: 10.1108/eb047357.

Minkov, M. (2013), *Cross-Cultural Analysis: The Science and Art of Comparing the World's Modern Societies and Their Cultures*, SAGE Publications.

Minkov, M. and Hofstede, G. (2014), *Clustering of 316 European Regions on Measures of Values: Do Europe's Countries Have National Cultures?*, *Cross-Cultural Research*, Vol. 48, doi: 10.1177/1069397113510866.

Moulettes, A. (2007), "The absence of women's voices in Hofstede's Cultural Consequences: a postcolonial reading", *Women in Management Review*, Vol. 22 No. 6, pp. 443–455, doi:

Gender in Management: an International Journal

10.1108/09649420710778682.

Mustafa, G., Glavee-Geo, R. and Rice, P.M. (2017), "Teamwork orientation and personal learning: the role of individual cultural values and value congruence", *SA Journal of Industrial Psychology*, Vol. 43, p. Article a1446, doi: 10.4102/sajip.v43i0.1446.

Parboteeah, K.P., Hoegl, M. and Cullen, J.B. (2008), "Managers' gender role attitudes: a country institutional profile approach", *Journal of International Business Studies*, Vol. 39 No. 5, pp. 795–813, doi: 10.1057/palgrave.jibs.8400384.

Paris, L.D., Howell, J.P., Dorfman, P.W. and Hanges, P.J. (2009), "Preferred leadership prototypes of male and female leaders in 27 countries", *Journal of International Business Studies*, Vol. 40 No. 8, pp. 1396–1405, doi: 10.1057/jibs.2008.114.

Paustian-Underdahl, S.C., King, E.B., Rogelberg, S.G., Kulich, C. and Gentry, W.A. (2017), "Perceptions of supervisor support: resolving paradoxical patterns across gender and race", *Journal of Occupational and Organizational Psychology*, Vol. 90 No. 3, pp. 436–457, doi: 10.1111/joop.12179.

Paustian-Underdahl, S.C., Shanock, L.R., Rogelberg, S.G., Scott, C.W., Justice, L. and Altman, D.G. (2013), "Antecedents to supportive supervision: an examination of biographical data", *Journal of Occupational and Organizational Psychology*, Vol. 86 No. 3, pp. 288–309, doi: 10.1111/joop.12019.

Peterson, M.F. and Barreto, T.S. (2018), "Interpreting societal culture value dimensions", *Journal of International Business Studies*, Palgrave Macmillan UK, Vol. 49 No. 9, pp. 1190–1207, doi: 10.1057/s41267-018-0185-1.

Peterson, M.F., Kara, A., Fanimokun, A. and Smith, P.B. (2019), "Country culture moderators of the relationship between gender and organizational commitment", *Baltic Journal of Management*, Vol. 14 No. 3, pp. 389–410, doi: 10.1108/BJM-04-2018-0143.

Rockstuhl, T., Eisenberger, R., Shore, L.M., Kurtessis, J.N., Ford, M.T., Buffardi, L.C. and Mesdaghinia, S. (2020), "Perceived organizational support (POS) across 54 nations: a cross-cultural meta-analysis of POS effects", *Journal of International Business Studies*, Palgrave Macmillan UK, Vol. 51 No. 6, pp. 933–962, doi: 10.1057/s41267-020-00311-3.

Schaubroeck, J., Lam, S.S.K. and Cha, S.E. (2007), "Embracing transformational leadership: team values and the impact of leader behavior on team performance", *Journal of Applied Psychology*, Vol. 92 No. 4, pp. 1020–1030, doi: 10.1037/0021-9010.92.4.1020.

Sent, E.M. and Kroese, A.L.J. (2022), "Commemorating Geert Hofstede, a pioneer in the study of culture and institutions", *Journal of Institutional Economics*, Vol. 18 No. 1, pp. 15–27, doi: 10.1017/S174413742000051X.

Shen, W. and Joseph, D.L. (2021), "Gender and leadership: a criterion-focused review and research agenda", *Human Resource Management Review*, Elsevier Inc., Vol. 31 No. 2, p. Article 100765, doi: 10.1016/j.hrmr.2020.100765.

Taras, V., Kirkman, B.L. and Steel, P. (2010), "Examining the impact of culture's consequences: a three-

Gender in Management: an International Journal

decade, multilevel, meta-analytic review of Hofstede's cultural value dimensions", *Journal of Applied Psychology*, Vol. 95 No. 3, pp. 405–439, doi: 10.1037/a0018938.

Taras, V., Steel, P. and Kirkman, B.L. (2011), "Three decades of research on national culture in the workplace: Do the differences still make a difference?", *Organizational Dynamics*, Vol. 40 No. 3, pp. 189–198, doi: 10.1016/j.orgdyn.2011.04.006.

United Nations. (2021), "SDG Indicators Database", available at: https://unstats.un.org/sdgs/dataportal/database.

United Nations Development Programme. (2022), *Human Development Report 2021/2022. Uncertain Times, Unsettled Lives: Shaping Our Future in a Transforming World*, New York.

Vecchio, R.P. (2002), "Leadership and gender", *The Leadership Quarterly*, Vol. 13 No. 6, pp. 643–671, doi: 10.1016/S1048-9843(02)00156-X.

Woznyj, H.M., Dunn, A.M., Shanock, L.R., Heggestad, E.D., Ordóñez, Z. and Uhrich, B. (2017), "How far can support go? Supported supervisors' performance and subordinate dedication", *Journal of Business and Psychology*, Vol. 32 No. 6, pp. 627–639, doi: 10.1007/s10869-016-9472-7.

Yukl, G. (2001), *Leadership in Organizations*, 5th ed., Prentice Hall.

Gender in Management: an International Journal

Model equation: $Y_{SSB(a\text{-}f)} = \mu + \alpha_{Gender} + \beta_{Culture} + \alpha\beta_{Gender*Culture} + \varepsilon$

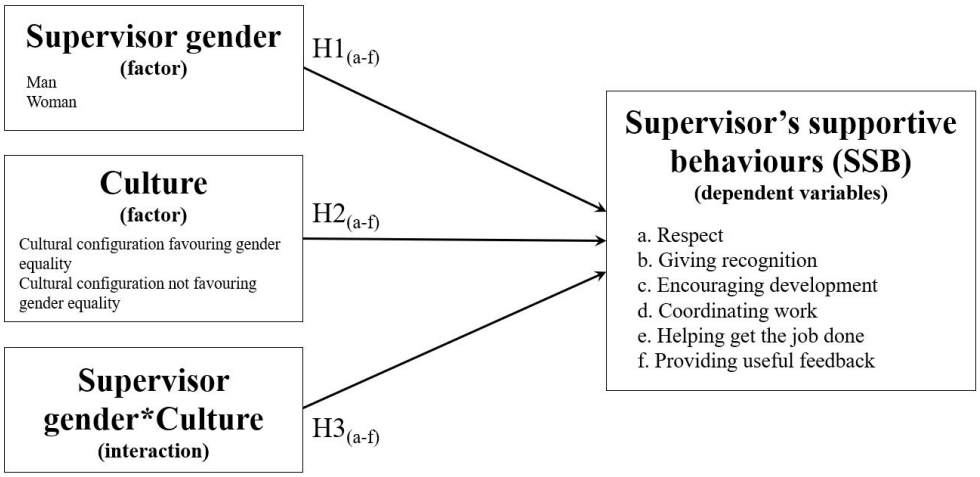
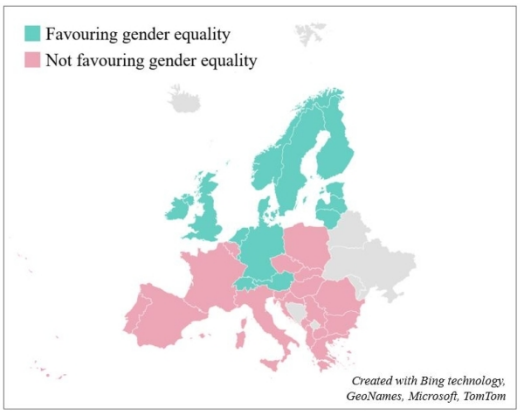


Figure 1. Statistical model for the MANOVA

280x158mm (120 x 120 DPI)



N	14	20
Power distance *M* (*SD*)	32.86 (9.10)	70.70 (15.20)
Uncertainty avoidance *M* (*SD*)	52.50 (15.70)	85.15 (11.32)
Individualism *M* (*SD*)	68.29 (8.88)	44.60 (20.31)
Masculinity *M* (*SD*)	37.57 (27.42)	52.75 (19.49)
Indulgence *M* (*SD*)	52.29 (22.08)	35.45 (13.98)

Austria, Denmark, Estonia, Finland, Germany, Ireland, Latvia, Lithuania, Luxembourg, Netherlands, Norway, Sweden, Switzerland, and United Kingdom.

Albania, Belgium, Bulgaria, Croatia, Czech Republic, France, FYROM, Greece, Hungary, Italy, Malta, Montenegro, Poland, Portugal, Romania, Serbia, Slovakia, Slovenia, Spain, and Turkey.

Figure 2. K-mean cluster solution

317x176mm (120 x 120 DPI)

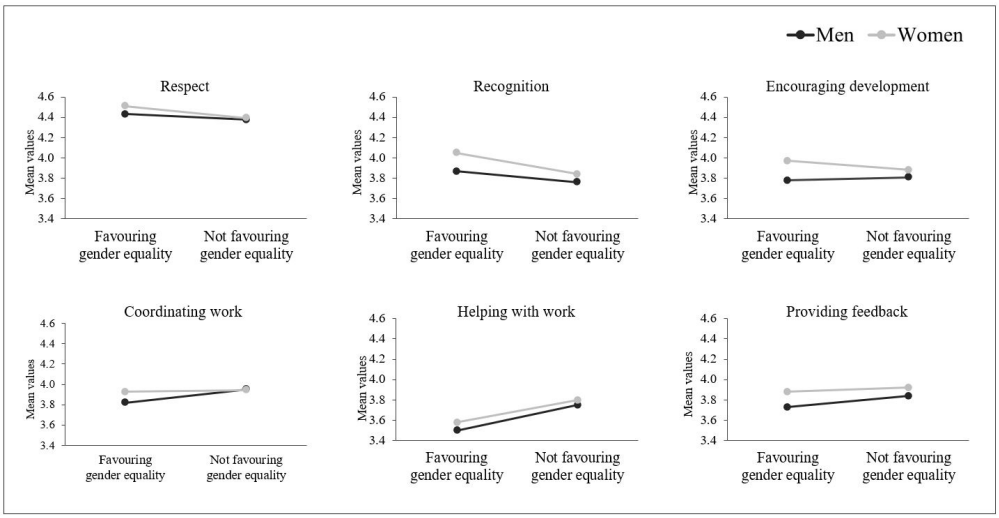


Figure 3. Supervisor gender x Culture interaction by supportive behaviour

303x156mm (120 x 120 DPI)

Table I

Cultural configurations favouring versus not favouring progress towards GE

Cultural configurations	
Favouring GE	**Not favouring GE**
Small power distance Individuals tend to react negatively when they feel treated unfairly and are more likely to find ways to minimise such inequalities. Accordingly, change toward GE is favoured (Parboteeah *et al.*, 2008).	**Large power distance** Hierarchy and the control from people at the top (usually men) prevail. People are more likely to accept inequalities (Hofstede, 2001). Therefore, change toward GE is not favoured (Parboteeah *et al.*, 2008).
Weak uncertainty avoidance Individuals tolerate uncertain situations such as those where gender roles have not clear definition (e.g., gender egalitarianism). Accordingly, change toward GE is favoured (Parboteeah *et al.*, 2008).	**Strong uncertainty avoidance** Individuals are less likely to tolerate uncertain situations. As traditional gender roles distinguish clearly between genders, this value holds traditional gender roles (Parboteeah *et al.*, 2008).
Individualism Values support individual autonomy and responsibility, allowing women to move away from gendered social norms because they are less bounded to intragroup conformity (Peterson *et al.*, 2019).	**Collectivism** Values impose harsh family responsibilities on women that undermine changes in gender roles by interfering with women's professional activities. Intragroup conformity also inhibit women's search for new opportunities (Peterson *et al.*, 2019).
Femininity Individual's motivation mainly comes from keeping warm interpersonal relationships, caring for the weak, and promoting societal well-being (Hofstede, 2001), leading to GE societies.	**Masculinity** Gender roles are distinct, with men being assertive, tough, and focused on material success, while women are modest, tender, and concerned with quality of life (Hofstede, 2001), supporting traditional gender roles (Parboteeah *et al.*, 2008).
Indulgence Values support freedom and flexibility in norms. As change in gender roles requires changing the norms, these values facilitate change towards GE (Peterson *et al.*, 2019).	**Restraint** Values support conformity to the norm, so female professionals are expected to learn and adapt less easily to new job roles (Peterson *et al.*, 2019). Therefore, change toward GE is not favoured.

Gender in Management: an International Journal

Gender in Management: an International Journal

Table II

Linking cultural dimensions with supportive behaviours by cultural configuration

Cultural configurations		Expected impact of cultural values favouring GE on supportive behaviours*					
Favouring GE	**Not favouring GE**	**1**	**2**	**3**	**4**	**5**	**6**
Small power distance *Arguments*: 1) Power is distributed more equally and hierarchy is based on inequality of roles, and today's subordinates can be tomorrow's bosses. 2) Subordinates expect to be treated as equals despite having unequal roles. 3) "Organizations are supposed to have structured ways of dealing with employee complaints about alleged power abuse" (Hofstede, 1994, p. 37). 4) Power is based on formal position and the ability to give rewards (Hofstede, 1994). 5) "Subordinates expect to be consulted" and not to be told what to do (Hofstede, 2011, p. 9). *Deduction*: Subordinates could be more combative in the face of disrespect from their superiors, less willing to receive feedback, but more eager to receive rewards for a job well done and encouragement for their development; thus, supervisors would be willing to act as expected by subordinates.	**Large power distance** *Arguments*: 1) Power is distributed unequally and hierarchy is felt to be based on an existential inequality (Hofstede, 1994). 2) Subordinates assume that being the victim of an abuse of power by their boss is bad luck and accept that there are no means of redress for such situation (Hofstede, 1994). 3) Power is based on the ability to use force. 4) Subordinates accept supervisors' opinions and influence to gain favour and enhance their own status (Earley, 1999). 5) "Subordinates expect to be told what to do" (Hofstede, 2011, p. 9). *Deduction:* Subordinates could assume that they will receive little respect and few rewards, and accept the supervisor's feedback as useful; thus, supervisors would be open to act as expected by subordinates.	↑	↑	↑			↓
Weak uncertainty avoidance *Arguments*: 1) People tolerate ambiguity and situations where jobs have no clear definition (House *et al.*, 2004). 2) People are comfortable facing challenges and uncertainties associated with work objectives in isolation, so team commitment will decrease (Taras *et al.*, 2010). 3) People feel lower stress at work and have stronger ambition for individual progress (Hofstede, 1984). 4) Supervisors would consider that subordinates feel confident about their job, even in changing contexts (Hofstede, 1994). *Deduction*: Supervisors would not feel the need to tightly coordinate the work or offer feedback and continuous assistance in performing the job, but they would encourage employee's development.	**Strong uncertainty avoidance** *Arguments*: 1) People prefer orderliness, structure and consistency (House *et al.*, 2004). 2) People prefer to work together to share challenges and uncertainties associated with work objectives (Mustafa *et al.*, 2017). 3) People have more emotional resistance to change, fear of failure and less ambition for individual progress (Hofstede, 1984). 4) Supervisors will spend more time clarifying work roles to minimise subordinates' stress (Michael, 1997). *Deduction:* Supervisors would be more successful in coordinating the work, offering feedback, and helping with work, but would consider to encourage subordinates' personal development less relevant.			↑	↓	↓	↓
Individualism *Arguments*: Display a preference for equity rules in distribution of rewards, so individuals who contribute more are expected to receive greater rewards (Taras *et al.*, 2011) and opportunities to develop. *Deduction*: Supervisors will increase the recognition they give when subordinates do a good job to boost their development.	**Collectivism** *Arguments*: 1) Each group member should receive an equal reward, irrespective of their contribution (Taras *et al.*, 2011). 2) Strong needs for affiliation — social relationships, assistance, protection — (Hui and Villareal, 1989); desire to work together (Hofstede, 1994). *Deduction*: Supervisors would give relevance to coordinating work and		↑	↑	↓	↓	

	assisting in performing the job.						
Femininity *Arguments*: 1) Emphasise harmony, friendliness, quality of working life, and cooperation (Hofstede, 2001). 2) Both men and women may aspire to career advancement (Hofstede, 1994). 3) Organisations are people oriented (Hofstede, 1984), so superiors will offer support that "are performed more for consideration than for task purposes" (Michael, 1997, p. 90). *Deduction*: Supervisors would feel obliged to respect subordinates to serve as role models and ensure a good working atmosphere; they would also give recognition and career counselling for consideration toward subordinates' aspirations.	**Masculinity** *Arguments*: 1) Emphasise traditional masculine values like aggressive behaviours (Hofstede, 2001). 2) Men should aspire to career advancement, but it is not mandatory for women (Hofstede, 1994). 3) Organisations are oriented toward performance (Hofstede, 1984), so that superiors are decision-makers that look for facts (Hofstede, 1994). *Deduction*: Supervisors would prioritise task accomplishment and coordination, so they would offer feedback and assistance with work to achieve a job well done.	↑	↑	↑	↓	↓	↓
Indulgence *Arguments*: 1) Relatively free gratification of human desires related to enjoying life and having fun (Hofstede *et al.*, 2010). 2) People enjoy much freedom to act and a perception of personal life control predominates (Hofstede, 2011). *Deduction*: Supervisors would tend to offer more autonomy and personal freedom by reducing coordinating work, assistance in performing the job, and feedback.	**Restraint** *Arguments*: 1) Limited gratification of needs, regulated by strict social norms (Hofstede *et al.*, 2010). 2) People consider that what happens to them is not their own doing as they perceive personal helplessness (Hofstede, 2011). 3) Restraint and limitations tend to foster a lack of trust and negative moods (Hofstede *et al.*, 2010). *Deduction*: Supervisors would offer more assistance with work, useful feedback to get subordinates' trust, and coordination.				↓	↓	↓

*1=Respect, 2=Recognition, 3=Encouraging development, 4=Coordinating work, 5=Helping with work, 6=Providing feedbac

Gender in International Journal

Table III

Hypothesis testing

H1: main effect of supervisor gender

Supportive behaviours	Supervisor gender		Frequentist			Bayesian	
	Woman *M* (*SD*)	Man *M* (*SD*)	$F_{(1,20329)}$	*p*	η^2_p	BF_{-0}	
Respect	4.44 (0.84)	4.40 (0.87)	12.42	<.001	.001	28.91	✓H1a
Recognition	3.94 (1.14)	3.80 (1.18)	65.68	<.001	.003	$7.39*10^{12}$	✓H1b
Encouraging development	3.92 (1.14)	3.80 (1.18)	50.21	<.001	.003	$5.17*10^{10}$	✓H1c
Coordinating work	3.93 (1.08)	3.90 (1.10)	3.80	.051	.001	0.22	×H1d
Helping with work	3.70 (1.27)	3.65 (1.26)	5.81	.016	.001	0.92	×H1e
Providing feedback	3.90 (1.13)	3.80 (1.17)	37.85	<.001	.002	$9.63*10^{6}$	✓H1f

H2: main effect of culture

Supportive behaviours	GE culture		Frequentist			Bayesian	
	Favouring *M* (*SD*)	Not favouring *M* (*SD*)	$F_{(1,20329)}$	*p*	η^2_p	BF[1]	
Respect	4.46 (0.83)	4.38 (0.88)	41.33	<.001	.002	$1.15*10^{8}$	✓H2a
Recognition	3.94 (1.20)	3.78 (1.20)	82.46	<.001	.004	$4.03*10^{17}$	✓H2b
Encouraging development	3.85 (1.15)	3.83 (1.17)	1.09	.296	.001	0.08	×H2c
Coordinating work	3.86 (1.08)	3.94 (1.10)	34.54	<.001	.001	30,994	✓H2d
Helping with work	3.53 (1.30)	3.77 (1.23)	173.52	<.001	.008	$8.00*10^{37}$	✓H2e
Providing feedback	1.15 (1.00)	1.16 (1.00)	30.69	<.001	.001	35,255	✓H2f

H3: Supervisor gender x Culture

Supportive behaviours	$F_{(1,20329)}$	*p*	η^2_p	
Respect	3.84	.050	.001	✓H3a
Recognition	6.17	.013	.001	✓H3b
Encouraging development	11.47	<.001	.001	✓H3c
Coordinating work	13.13	<.001	.001	✓H3d
Helping with work	0.19	.667	.001	×H3e
Providing feedback	2.79	.095	.001	×H3f

[1]BF_{-0} for supportive behaviours 1-3, and BF_{+0} for 4-6.

Gender in Management: an International Journal

Letter of response to editor and reviewers – third revision

Manuscript ID GM-04-2023-0147

EDITOR (Dr. Adelina Broadbridge)

EDITOR COMMENT: The reviewer(s) have recommended publication, but also suggest some minor revisions to your manuscript. Therefore, I invite you to respond to the reviewer(s)' comments and revise your manuscript.

> **RESPONSE:** Dear Prof. Broadbridge, we appreciate the opportunity to enhance our paper. In the following, you'll find the specific points that you and the reviewers emphasized in this third round of revisions, and our responses are provided in blue below each corresponding point.
>
> We hope you find this new version of our manuscript satisfactory.

EDITOR COMMENT: You must also adhere to the word limits for the journal which are 6000 - 8000 including tables and figures. Your manuscript is currently over 9900 excluding the 2 figures.

> **RESPONSE:** We have summarized the entire document to adhere to the word limit established by the journal. The new version does not exceed the limit of 8000 words. Besides, we have had the manuscript proofread by a professional translator.

Reviewer #1

Recommendation: Minor Revision

Thank you for your positive assessment and your constructive feedback in this third round of the revision process. We have incorporated coloured text (blue) to make it easier to identify the changes made in the manuscript related to the specific recommendations suggested by you and Reviewer #2.

Below, you will find the specific points you highlighted in your review, and our responses are in blue beneath them.

REVIEWER COMMENT: I offer detailed comments in the file attached.

> **RESPONSE:** We appreciate your observations and help. We reproduce your comments from the attached file below and we provide information on the way we addressed each point.

REVIEWER COMMENT: Thank you for all the work you have put into further refining the paper. Your theoretical contribution is clearer and more compelling & the discussion is strengthened. I am happy to hear that you are planning a larger investigation into cultural clusters influencing gender outcomes. This will be a very interesting topic to read about further.

> **RESPONSE:** Thank you. Your words motivate us even more to work on that line of research.

REVIEWER COMMENT: I have a handful of notes: 1. This excerpt is taken from your notes to the reviewer:
The cultural dimensions can be arranged in order of highest to lowest relative "loading" as follows:

Gender in Management: an International Journal

1) Power distance: t(31.40) = 9.06, p < .001, d = 3.02
2) Uncertainty avoidance: t(32) = 7.06, p < .001, d = 2.46
3) Individualism: t(27.77) = -4.62, p < .001, d = -1.51
4) Indulgence: t(32) = -2.73, p = .010, d = -0.95
This ranking is based on Cohen's d, a statistic that gauge the effect size for measuring the difference between two group means. In our case, d provides information on the magnitude of variations for each cultural dimension encompassed in the cluster analysis. Please bear in mind that when interpreting the effect size's magnitude, it is essential to focus on its absolute value. The sign of Cohen's d effect indicates the direction of the effect.
In the new version of the manuscript, we have added a comment about the relative importance of the cultural dimensions in defining the two clusters both in the Results and the Discussion sections.

On page 14 of your manuscript you offer much shortened information on the relative "loadings". I think that you should include a more complete information on all relevant dimensions, along with a note *that when interpreting the effect size's magnitude, it is essential to focus on its absolute value. The sign of Cohen's d effect indicates the direction of the effect.*

RESPONSE: In "4.1.Cultural Configurations" section, we now list all relevant dimensions arranged in order of highest to lowest relative loading. We have also included in brackets a note on how to interpret Cohen's d effect.

REVIEWER COMMENT: 2. On page 18
and strict family responsibilities imposed on women that limit the personal freedom needed for development and self-actualisation, which can hinder societal change in regards to gender roles (i.e., high collectivism).
This statement seems exaggerated when considering the roles and lifestyles of women in Cluster 2 countries. Life in France, Italy or Czech Republic does not involve strict family responsibilities or hinder personal freedom needed for self-actualization… Specifically, this statement implies that higher collectivism thwarts gender equality through the means of social control. Although it is certainly possible, in modern Europe social control mechanisms seem to have lost its potence, at least with regard to gender. I believe that individualism accelerates the change of gendered roles more than the emphasis on the collective hinders it.

RESPONSE: Thank you for pointing this out. We agree with you. Because the argument of individualism was already included in the paragraph, we have decided to drop the argument.

REVIEWER COMMENT: 3. On page 17
This could be because masculinity combines different cultural features (Maleki and de Jong, 2014) like mastery orientation, gender egalitarianism, and assertiveness, which do not always go hand-in-hand in all countries, and, also, due to the use of gender in the Hofstede model, suggesting caution in relying on the masculinity dimension for categorising a country as a masculine society (Moulettes, 2007).
To understand why masculinity wasn't a defining dimension for the 2-cluster solution, it may be important to remember that masculinity is associated with status attainment, which can be seen as transcending gender roles. There are greater differences between cultures when it comes to status seeking behaviors and the value placed on attaining status than between individuals immersed in a given culture.

RESPONSE: As you say, status attainment is a relevant cultural feature that differentiate cultures. Because we followed Maleki and de Jong (2014), we use the less common term of Mastery to refer to status attainment. For the sake of clarity, in the new version of the manuscript we added the term you recommend.

REVIEWER COMMENT: 4. With regard to two-cluster solution and adding information on the elbow method: I think that you can very briefly explain how and why applying the elbow method supported your two-cluster solution. Adding a full graph is not necessary in my view. Your findings are strengthened by any information

Gender in Management: an International Journal

that supports the 2-cluster solution. Signaling the findings of applying this method enhances your arguments and deflects any possible criticism. Since you have all the data, you may as well briefly describe your work signaling that you have more data.
I have read your paper with pleasure, and I am looking forward to reading more papers on the cultural underpinnings of gender equality.

RESPONSE: We agree that it is beneficial to the paper to include this information. On "4.1.Cultural Configurations" section, as recommended, we have included information on the elbow method that supports the 2-cluster solution.

Additional Questions from Gender in Management: an International Journal – Reviewer #1

1. Originality: Does the paper contain new and significant information adequate to justify publication?: Yes.
2. Relationship to Literature: Does the paper demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources? Is any signficant work ignored? How does this paper further the continuing debate of this area in the Journal?: Yes.
3. Methodology: Is the paper's argument built on an appropriate base of theory, concepts, or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate?: Yes
4. Results: Are results presented clearly and analysed appropriately? Do the conclusions adequately tie together the other elements of the paper?: Yes
5. Implications for research, practice and/or society: Does the paper identify clearly any implications for research, practice and/or society? Does the paper bridge the gap between theory and practice? How can the research be used in practice (economic and commercial impact), in teaching, to influence public policy, in research (contributing to the body of knowledge)? What is the impact upon society (influencing public attitudes, affecting quality of life)? Are these implications consistent with the findings and conclusions of the paper?: Yes
6. Quality of Communication: Does the paper clearly express its case, measured against the technical language of the field and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc.: Yes

RESPONSE: Thank you for your positive assessment of our revised manuscript and for your suggestion to further enhance our work. Your feedback is greatly appreciated, and we have followed all your recommendations. We hope you consider that this new version satisfactorily addresses your minor concerns.

Gender in Management: an International Journal

Gender in Management: an International Journal

Reviewer #2

Recommendation: Minor Revision

Thank you for your valuable feedback in this third round of the revision process. We have used coloured text (blue) to facilitate the identification of the changes made in the manuscript related to the specific recommendations suggested by you and Reviewer #1.

Below, you will find the specific points you highlighted in your review, and our responses are in blue beneath them.

Additional Questions from Gender in Management: an International Journal – Reviewer #2

1. Originality: Does the paper contain new and significant information adequate to justify publication?:

   REVIEWER COMMENT: The does offer interesting insights on the role of gender and culture on support behaviors.

   RESPONSE: Thank you for valuing as interesting the ideas that the article offers on the role of gender and culture in supportive behaviours.

2. Relationship to Literature: Does the paper demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources? Is any significant work ignored? How does this paper further the continuing debate of this area in the Journal?:

   REVIEWER COMMENT: The research gap is unclear in the introduction section. Why do we need such study, given there are numerous studies showing the effect of gender on employee performance and behaviors? What is new? You need to show this by citing other literature, and how your research is different from each.

   RESPONSE: Thank you for pointing out this concern. In the introduction section, we have clarified the gap and what is new in our work, while reducing the introduction to fit the word limit of the manuscript.

   REVIEWER COMMENT: H2 needs more support from the literature. It is still not clear why cultural configurations favoring gender equality will show certain supportive behaviors over others. Same for H3.

   RESPONSE: Following your indications, we have added some references in the text that justify both H2 and H3. We have decided not to add more references due to two reasons. First, we have carried out a new search of previous literature and, although we found a few related works, they do not add significant value to the current manuscript. For example:

   Eagly, A. H., Nater, C., Miller, D. I., Kaufmann, M., & Sczesny, S. (2020). Gender stereotypes have changed: A cross-temporal meta-analysis of US public opinion polls from 1946 to 2018. *American psychologist, 75*(3), 301.

   Second, the editor has requested us to reduce almost 2000 words the full manuscript, so we need to be cautious in adding new information to the current version of the manuscript.

3. Methodology: Is the paper's argument built on an appropriate base of theory, concepts, or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate?:

   REVIEWER COMMENT: Please draw a research model.

RESPONSE: Thank you for this suggestion. We have added a statistical model in the "3.3. Analyses" section. New Figure 1.

4. Results: Are results presented clearly and analysed appropriately? Do the conclusions adequately tie together the other elements of the paper?:

   REVIEWER COMMENT: Yes.

5. Implications for research, practice and/or society: Does the paper identify clearly any implications for research, practice and/or society? Does the paper bridge the gap between theory and practice? How can the research be used in practice (economic and commercial impact), in teaching, to influence public policy, in research (contributing to the body of knowledge)? What is the impact upon society (influencing public attitudes, affecting quality of life)? Are these implications consistent with the findings and conclusions of the paper?:

   REVIEWER COMMENT: Yes.

6. Quality of Communication: Does the paper clearly express its case, measured against the technical language of the field and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc.:

   REVIEWER COMMENT: No problems.

RESPONSE: Thank you again for your positive assessment of our revised manuscript and for your recommendations to further improve it. We hope that this new version of the manuscript satisfactorily addresses your concerns.

Gender in Management: an International Journal