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# The Effects of Innovative Features of Women Managers on Their Business Performance: The Food Exporter Companies in Aegean Region Sample

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## Abstract

The main aim of this research is to determine perceptions of innovative features of women managers in food exporter companies in Aegean Region on their business performance. The questionnaire prepared on this subject and on January 2015–March 2015 was applied to the 123 women managers working in food exporter companies in Aegean Region. At the end of the research in the 20 scope proposition collected in the eight factors; it was determined that within the framework of innovative features, women managers ownership of the mission and vision, care about career development (f1), to see opportunities, to be brave, to be open to learning (f2), to be conciliatory and to be convincing (f3), to be prescience and to be creative (f4), to be solution-oriented and to be open to innovation (f5), to care about cooperation, research and high communication (f6), to be emotional and abstract thinking (f7), high confidence and to be competitive (f8), affected business performances of them in the advanced positive way. For the 20 propositions, the alpha value of Cronbach is 0,726. Eight factors overall variance is explained at %79,174 levels.

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## 1. Introduction

For years, male-dominated management approaches conducted in the business world, the efficiency of the results obtained in recent years has been questioned. Similar decisions taken despite the efforts given makes it possible to achieve similar results. This situation differentiates ways of thinking and decision processes of top managers with similar features. Innovative thinking confronts us the diversity concept which gained importance in recent years. Diversity refers to cultural diversity in an organization and seen as a gateway to the innovation. Environments that individuals can express themselves freely play a key role in the formation of innovative ideas. Because “innovation is rooted in the contributions of flexible and open-minded individuals” (Woodman, Sawyer & Griffin, 1993; Yukl, 2002; Reuvers et al 2008). Diversity is also defined as to give chance to women managers as much as men managers and giving them rights as much as men in professional promotion in the organization Professor Dr. Roy Adler from Pepperdine University made a research between the years 1980-1988 on 215 firms from the fortune 500 firms supporting these efforts. According to this research firms who employ more women managers have more market share, more capital and more stock value than others. Also it has been determined that firms providing the best promotion opportunities to women managers are more profitability than firms providing less promotion opportunities (Aydın, 2014).

Naturally men and women create their ideas in different processes and criteria. By means of their different perspectives and creativity, female managers make an important contribution to the organizations they work. Also the role of women in family life considered to be disadvantage in business life in fact converts this to advantage as women can focus on multiple issues at the same time (Aydın, 2014). In this context, some features of the women in our study have been considered as innovative features in terms of the importance of the innovation process. In the study features promoting innovative thinking have been determined and specific features of the female managers have been evaluated at the end of the literature review. These are ownership of mission and vision, care about career development, to see opportunities, to be brave, to be open to learning, to be conciliatory and convincing, to be prescience, to be creative, to be solution-oriented and to be open to innovation, to care about cooperation, research and high communication, to be emotional, thinking abstract, having high confidence and to be competitive. The effects of innovative features of women managers on their business have been evaluated on their own perceptions.

In the second part of the study, literature data was given on female managers, their innovative features and their business performances. Also work model and basic hypothesis of the model created in the context were defined. In the third part of the study, research methods and the analysis results obtained from the research were indicated.

## 2. Literature Review And Hypotheses

### 2.1. Women Managers

Issues related to women in management began to be researched in 1970's. Early researches were on the rights of women to become managers of the firms. In the following years, the differences between the attitudes and behavior of men and women managers were demonstrated. Researches from the 1980's to the present day demonstrates the reasons women not getting promoted as top managers (Arikan, 2003). Arikan stated some of the reasons for that under the following headings:

- Gender role stereotypes
- Women's family responsibilities
- Women's lack of confidence
- Women's being out of the network founded by men
- The negative attitudes of the top managers to women managers
- Employment discrimination

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