
FEMININITY AS A MANAGERIAL VALUE

Uditba P. Liyanage

ABSTRACT

Many managers have in their minds a set of personal characteristics and behaviours which are considered to be key determinants of effective subordinate - performance. This paper attempts to classify these characteristics and behaviours in terms of "feminine" and "masculine". The possible reasons for the predominance of femininity as a managerial value, as reflected in the research findings, are, it is suggested, primarily cultural. A harmonious blend of feminine and masculine qualities, the paper argues, will help improve organizational performance.