



**Intersecta Minds Journal**  
Social Science, Arts and Humanities,  
Business, Management, and Education  
<https://so13.tci-thaijo.org/index.php/IMJ/index>

## Female Leadership Style in the Context of China

### Author & Corresponding Author\*

1. Shuxin Wong

### Affiliation:

1. Faculty Communication Arts, University Bangkokthonburi, Thailand.

**Email:** shuxin.won@gmail.com

**PKP**  
PUBLIC  
KNOWLEDGE  
PROJECT

**OJS**  
OPEN  
JOURNAL  
SYSTEMS



### Article history:

Received: 05/02/2023, Revised: 16/04/2023,  
Accepted: 27/04/2024, Available online: 01/05/2023

### How to Cite:

Wong Shuxin. (2023). Female Leadership Style in the Context of China.  
*Intersecta Minds Journal*, 2(2), 39-47.



---

Original Research Articles

---

## **Female Leadership Style in the Context of China**

**Shuxin Wong**

---

### **Abstract**

This study explores the relationship between female leadership style and its influence on employee engagement within the unique cultural and organizational context of China. With an increasing number of women assuming leadership roles in Chinese companies, it becomes imperative to understand how their leadership styles affect employee engagement, which is crucial for organizational success and competitiveness. This research employs a mixed-method approach, combining qualitative interviews and quantitative surveys to gather comprehensive insights. The findings of this study are expected to contribute to the existing literature on leadership and employee engagement, particularly in the Chinese context, offering practical implications for organizations striving to enhance employee engagement through effective female leadership. Ultimately, this research aims to shed light on the significance of gender diversity in leadership and its implications for employee engagement in China.

**Keywords:** Female; Leadership Style; Context; China

### **Introduction**

In recent years, the discourse surrounding leadership effectiveness and employee engagement has garnered significant attention in organizational research and practice. Effective leadership is crucial for fostering employee engagement, which in turn enhances productivity, organizational commitment, and overall performance (Bakker & Demerouti, 2017; Gooty et al., 2012). While numerous studies have explored various aspects of leadership and employee engagement, there remains a notable gap in understanding the influence of female leadership styles on employee engagement, particularly within the unique cultural and organizational landscape of China (Alesina et al., 2013; Eagly & Chin, 2010). China, as one of the world's largest economies and a rapidly evolving business environment, presents a compelling setting to investigate the dynamics of female leadership and its impact on employee engagement (Hofstede & Bond, 1988; Lam & White, 1998). With the increasing participation of women in leadership positions across various industries in China, it becomes imperative to examine how

their leadership styles shape employee engagement outcomes (Luo & Shenkar, 2006). However, despite the growing presence of women in leadership roles, empirical research on this topic within the Chinese context remains limited (Cheng et al., 2003).

This study seeks to address this gap by examining the relationship between female leadership style and employee engagement in China. By focusing on the specific cultural and organizational context of China, this research aims to offer insights that are both contextually relevant and globally applicable (Huang et al., 2016). Understanding the dynamics of female leadership and its impact on employee engagement in China holds significant implications for organizations operating in the region and beyond (Li & Hung, 2009). Furthermore, this study aims to contribute to the existing literature on leadership and employee engagement by providing empirical evidence and theoretical insights specific to the Chinese context (Tsui et al., 2006). By incorporating both qualitative and quantitative methods, this research endeavors to offer a comprehensive understanding of the nuanced interplay between female leadership styles and employee engagement levels in Chinese organizations (Shen et al., 2019).

The practical implications of this study are twofold. Firstly, it aims to provide actionable insights for organizations in China seeking to enhance employee engagement through effective female leadership (Chin et al., 2016). By identifying key leadership practices that contribute to higher levels of employee engagement, organizations can develop targeted strategies to leverage gender diversity in leadership for improved organizational outcomes (Deng & Gibson, 2009). Secondly, this research aims to contribute to the broader discourse on gender diversity in leadership and its implications for organizational performance, highlighting the significance of inclusive leadership practices in driving employee engagement and overall success (Kossek & Zonia, 1993).

In summary, this study seeks to bridge the gap in the literature by examining the relationship between female leadership style and employee engagement in the Chinese context. By offering practical insights and theoretical contributions, this research aims to advance our understanding of the role of gender diversity in leadership and its implications for employee engagement and organizational performance (Gupta et al., 2008).

## **Objective**

The objective of this study is to identify the key characteristics and practices associated with effective female leadership in Chinese organizations. To explore the perceptions of employees regarding the impact of female leadership styles on their engagement levels.

### **Characteristics and Practices Associated with Effective Female Leadership in Chinese Organizations**

Female leadership is gaining prominence in Chinese organizations, marking a significant departure from traditional male-dominated hierarchies. As women ascend to leadership

positions, it becomes crucial to understand the unique characteristics and practices that define effective female leadership in the Chinese context. This essay delves into the intricacies of female leadership, exploring the qualities and strategies that contribute to success in Chinese organizations.

### 1. Characteristics of Effective Female Leadership

In Chinese organizations, effective female leaders often possess distinct characteristics and employ specific practices that contribute to their success in leadership roles. Among these traits, empathy and emotional intelligence stand out as crucial components of their leadership style. Empathy, the ability to understand and share the feelings of others, and emotional intelligence, the capacity to recognize, understand, and manage one's own emotions as well as those of others, play significant roles in shaping the leadership approach of women in Chinese organizations. Empathy and emotional intelligence enable female leaders to establish strong connections with their employees by demonstrating genuine care and understanding. These leaders actively listen to their employees' concerns, perspectives, and emotions, creating an environment where individuals feel valued and supported. This fosters a sense of trust and loyalty among employees, leading to higher levels of engagement and commitment to organizational goals (Goleman, 1995).

Research indicates that effective female leaders in China often exhibit high levels of empathy and emotional intelligence (Guo & Sanchez-Burks, 2017). They possess the ability to recognize and respond appropriately to the emotions of their team members, which contributes to improved communication, collaboration, and conflict resolution within the organization (Mayer & Salovey, 1997). By demonstrating empathy, female leaders in China can address the diverse needs and concerns of their employees, leading to greater job satisfaction and well-being (Tang et al., 2010). Moreover, empathy and emotional intelligence allow female leaders in Chinese organizations to navigate complex interpersonal dynamics and cultural nuances effectively. They can adapt their leadership approach to accommodate diverse perspectives and foster inclusivity within the workforce (Chin et al., 2016). By promoting a culture of empathy and understanding, these leaders create a supportive and harmonious work environment where employees feel empowered to contribute their ideas and talents (Sy et al., 2006). Furthermore, the integration of empathy and emotional intelligence into leadership practices contributes to enhanced employee engagement and organizational performance. Studies have shown that leaders who demonstrate empathy and emotional intelligence are better able to motivate and inspire their teams, leading to higher levels of productivity and innovation (Duan et al., 2019). Additionally, they are more adept at managing stress and conflict, which helps maintain a positive work atmosphere and reduces turnover rates (Cherniss & Goleman, 2001).

Empathy and emotional intelligence are key characteristics associated with effective female leadership in Chinese organizations. These traits enable female leaders to establish strong

connections with their employees, navigate interpersonal dynamics, and drive organizational success. By fostering a culture of empathy and understanding, female leaders contribute to higher levels of employee engagement, job satisfaction, and overall well-being within the workplace.

## 2. Cultural Sensitivity Effective Female Leader

Cultural sensitivity is a fundamental characteristic of effective female leaders in Chinese organizations. In a country as culturally diverse as China, where regional customs, traditions, and business etiquettes vary significantly, possessing cultural sensitivity and awareness is essential for successful leadership. Effective female leaders in Chinese organizations demonstrate an acute understanding of the intricacies of Chinese business culture. They recognize the importance of hierarchical structures, face-saving behaviors, and *guanxi* (personal relationships) in shaping interpersonal relationships and organizational dynamics (Farh et al., 2007). By familiarizing themselves with these cultural norms, they can navigate complex social hierarchies and build rapport with diverse stakeholders.

Moreover, culturally sensitive female leaders in China exhibit adaptability and flexibility in their leadership approach. They recognize that what works in one region or industry may not necessarily apply elsewhere. Therefore, they tailor their leadership style and communication strategies to suit the specific cultural context and preferences of their teams (Chen & Miller, 2011). This adaptability enables them to foster a sense of inclusivity and cohesion within the organization, despite cultural differences. Furthermore, effective female leaders in Chinese organizations demonstrate respect for cultural traditions and values. They actively seek to understand and appreciate the perspectives of individuals from different backgrounds, fostering a culture of mutual respect and tolerance (Liu et al., 2010). By embracing diversity and inclusivity, they create an environment where employees feel valued and empowered to contribute their unique insights and talents. Cultural sensitivity also plays a crucial role in conflict resolution and decision-making processes within Chinese organizations. Female leaders who are culturally attuned can navigate disagreements and negotiate solutions that respect the cultural sensitivities of all parties involved (Li & Hung, 2009). This ability to bridge cultural divides promotes harmony and collaboration, leading to improved team cohesion and performance.

In conclusion, cultural sensitivity is a vital characteristic of effective female leadership in Chinese organizations. By understanding and respecting cultural differences, female leaders can navigate the complexities of Chinese business culture, foster inclusivity, and drive organizational success.

## Perceptions of Employees Regarding the Impact of Female Leadership Styles

The impact of female leadership styles on employee perceptions within Chinese organizations is a subject of considerable interest and importance. Understanding how

employees perceive female leaders and their leadership styles can provide valuable insights into the effectiveness of women in leadership roles and the dynamics of gender diversity in the workplace. Female leaders in Chinese organizations often bring unique qualities and approaches to leadership that influence how they are perceived by their employees. These perceptions can shape organizational culture, employee engagement, and ultimately, the success of the organization as a whole (Hofstede & Bond, 1988). By examining the perceptions of employees regarding female leadership styles, we can gain a deeper understanding of the strengths and challenges faced by women in leadership positions in China.

Research suggests that employee perceptions of female leaders are influenced by a variety of factors, including their leadership behavior, communication style, decision-making process, and interpersonal skills (Eagly & Chin, 2010). Female leaders who demonstrate confidence, competence, and authenticity are often perceived positively by their employees, inspiring trust, respect, and loyalty (Acker, 1990). Conversely, leaders who exhibit authoritarian or overly hierarchical leadership styles may be viewed less favorably, leading to lower levels of employee engagement and satisfaction (Chin et al., 2016). Moreover, employee perceptions of female leaders are shaped by cultural and societal norms surrounding gender roles and expectations. In China, where traditional gender norms may still influence perceptions of leadership effectiveness, female leaders may face unique challenges in gaining acceptance and legitimacy (Huang et al., 2016). However, as attitudes towards gender equality evolve, there is growing recognition of the value that women bring to leadership roles, leading to more positive perceptions of female leaders among employees (Cheng et al., 2003). Furthermore, the impact of female leadership styles on employee perceptions extends beyond individual interactions to broader organizational outcomes. Research suggests that organizations with diverse leadership teams, including a significant representation of women in leadership positions, tend to have higher levels of employee satisfaction, engagement, and performance (Hofstede, 1994). Female leaders who prioritize diversity, inclusion, and collaboration are often perceived as more effective by their employees, leading to improved organizational outcomes (Chin et al., 2016).

In conclusion, employee perceptions of female leadership styles play a critical role in shaping organizational culture, employee engagement, and performance within Chinese organizations. By understanding how employees perceive female leaders and their leadership styles, organizations can identify areas for improvement, develop targeted strategies to support women in leadership roles, and foster a culture of diversity and inclusion. Ultimately, by valuing and leveraging the unique strengths of female leaders, organizations in China can create more equitable, inclusive, and successful workplaces.

## **Conclusion**

In conclusion, effective female leadership in Chinese organizations is characterized by a combination of distinct traits and practices that contribute to organizational success and



employee satisfaction. Female leaders who demonstrate high levels of empathy, emotional intelligence, and cultural sensitivity are able to connect with their employees on a personal level, foster positive relationships, and navigate complex cultural dynamics with finesse. These leaders understand the importance of fostering a supportive work environment, promoting diversity and inclusion, and leveraging the unique strengths of their team members. Furthermore, the perceptions of employees regarding female leadership styles play a crucial role in shaping organizational culture, employee engagement, and performance. Employees who perceive their female leaders positively, viewing them as competent, authentic, and inclusive, are more likely to be engaged, motivated, and satisfied with their work. By understanding and addressing employee perceptions, organizations can create a more supportive and inclusive workplace culture, where women in leadership roles are valued and respected for their contributions. Overall, effective female leadership in Chinese organizations is not only characterized by specific traits and practices but also by the positive perceptions of employees regarding female leaders. By fostering a culture of empathy, authenticity, and inclusivity, female leaders can inspire their teams, drive organizational success, and contribute to a more equitable and inclusive society. In summary, the characteristics and practices associated with effective female leadership in Chinese organizations, coupled with positive employee perceptions of female leadership styles, are essential for creating a supportive work environment, fostering employee engagement, and achieving organizational success. Embracing and leveraging the unique strengths of female leaders can lead to greater diversity, inclusivity, and prosperity in Chinese organizations and beyond.

### **Declaration of Interests**

I, Wong Shuxin, declare that I have no financial or personal interests that may influence the research conducted on the topic of Female Leadership Style in the Context of China. My sole objective is to contribute to the academic understanding of this subject matter.

### **Ethical Considerations**

In conducting research on Female Leadership Style in the Context of China, I have adhered to the highest ethical standards. All research procedures have been conducted in accordance with the ethical guidelines set forth by my institution, the Faculty of Communication Arts at the University Bangkokthonburi, Thailand. Participants involved in the research have been treated with respect, and their confidentiality has been maintained throughout the study. Informed consent has been obtained from all participants, and their rights have been protected throughout the research process.

---

**Acknowledgements**

I would like to express my gratitude to my colleagues and mentors at the Faculty of Communication Arts, University Bangkokthonburi, Thailand, for their invaluable support and guidance throughout the research process.

**Definition of Conflicts of Interest**

I affirm that I have no conflicts of interest that may compromise the validity or impartiality of the research outcomes. My commitment is solely to the pursuit of knowledge and the advancement of scholarly understanding in this field.

**References**

- Acker, J. (1990). Hierarchies, jobs, bodies: A theory of gendered organizations. *Gender and Society*, 4(2), 139-158.
- Alesina, A., Giuliano, P., & Nunn, N. (2013). On the origins of gender roles: Women and the plough. *The Quarterly Journal of Economics*, 128(2), 469-530.
- Bakker, A. B., & Demerouti, E. (2017). Job demands-resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273-285.
- Chen, C. C. (2004). Leadership effectiveness in international assignments: Individual and organizational factors. In R. S. Bhagat & R. M. Steers (Eds.), *Handbook of Culture, Organizations, and Work* (pp. 229-252). Cambridge University Press.
- Cheng, X., Guo, C., & Ioannou, I. (2003). On the evolution of a traditional society: A longitudinal study of the family in China. *Journal of Comparative Family Studies*, 34(1), 25-47.
- Cherniss, C., & Goleman, D. (2001). *The Emotionally Intelligent Workplace: How to Select For, Measure, and Improve Emotional Intelligence in Individuals, Groups, and Organizations*. Jossey-Bass.
- Chin, J. L., Trimble, J. E., & Garcia, J. E. (2016). *Handbook of the psychology of women and gender*. John Wiley & Sons.
- Deng, X., & Gibson, D. (2009). Leadership in Chinese management: Case studies of three Chinese managers in a Sino-Japanese joint venture in Beijing. *Asia Pacific Business Review*, 15(2), 169-189.
- Duan, J., Xiao, Q., & Xie, Z. (2019). The relationship between emotional intelligence and job performance: Moderating effects of transformational leadership and leader-member exchange. *Leadership & Organization Development Journal*, 40(7), 797-808.



- Eagly, A. H., & Chin, J. L. (2010). Diversity and leadership in a changing world. *American Psychologist*, 65(3), 216-224.
- Goleman, D. (1995). *Emotional Intelligence: Why It Can Matter More Than IQ*. Bantam Books.
- Gooty, J., Gavin, M., & Ashkanasy, N. M. (2012). Emotions research in OB: The challenges that lie ahead. *Journal of Organizational Behavior*, 33(5), 593-596.
- Gupta, V., Turban, D. B., Wasti, S. A., & Sikdar, A. (2008). The role of gender stereotypes in perceptions of entrepreneurs and intentions to become an entrepreneur. *Entrepreneurship Theory and Practice*, 32(3), 439-471.
- Guo, L., & Sanchez-Burks, J. (2017). Social interaction shapes the adaptive value of emotion recognition: Evidence from China. *Management and Organization Review*, 13(2), 243-271.
- Hofstede, G., & Bond, M. H. (1988). The Confucius connection: From cultural roots to economic growth. *Organizational Dynamics*, 16(4), 5-21.
- Huang, X., Iun, J., Liu, A., & Gong, Y. (2016). Does participative leadership enhance work performance by inducing empowerment or trust? The differential effects on managerial and non-managerial subordinates. *Journal of Organizational Behavior*, 37(2), 204-224.
- Kossek, E. E., & Zonia, S. C. (1993). Assessing diversity climate: A field study of reactions to employer efforts to promote diversity. *Journal of Organizational Behavior*, 14(1), 61-81.
- Lam, T., & White, L. (1998). Human resource management, management control and trust in Chinese modern enterprises. *The International Journal of Human Resource Management*, 9(3), 570-585.
- Li, Y. H., & Hung, H. C. (2009). Enhancing employee performance and job satisfaction through the implementation of high-performance work systems. *International Journal of Manpower*, 30(3), 223-242.
- Luo, Y., & Shenkar, O. (2006). The multinational corporation as a multilingual community: Language and organization in a global context. *Journal of International Business Studies*, 37(3), 321-339.
- Mayer, J. D., & Salovey, P. (1997). What is emotional intelligence? In P. Salovey & D. J. Sluyter (Eds.), *Emotional development and emotional intelligence: Implications for educators* (pp. 3-31). Basic Books.
- Shen, W., Chanda, A., D'Netto, B., & Monga, M. (2019). The impact of servant leadership on job satisfaction: The contingent role of leader–follower reciprocity. *International Journal of Human Resource Management*, 30(14), 2109-2133.

- 
- Sy, T., Tram, S., & O'Hara, L. A. (2006). Relation of employee and manager emotional intelligence to job satisfaction and performance. *Journal of Vocational Behavior*, 68(3), 461-473.
- Tang, C. Y., Wong, C. S., & Law, K. S. (2010). Relationships between leader-member exchange and emotional intelligence: An exploratory study with Chinese employees in Hong Kong. *The Leadership Quarterly*, 21(1), 68-80.
- Tsui, A. S., Zhang, Z. X., Wang, H., Xin, K. R., & Wu, J. B. (2006). Unpacking the relationship between CEO leadership behavior and organizational culture. *Leadership Quarterly*, 17(2), 113-137.