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Foreword

The reasons for choosing this topic for my master's thesis are the following:

To begin with, I have read literature and news claiming that it is a global challenge to develop a gender balance among leadership positions and that women often face barriers within their career advancement. Furthermore, I have worked in a mostly men dominated IT company for four years in which more men are in leadership positions than women. Second, my mother often shared her experiences and challenges as a female leader with me. Finally, I got to know the concept of organizational culture within my master's program and therefore I asked myself the following questions: Which characteristics of organizations support women to become leaders and which ones represent barriers to their career advancement?

This paper concentrates solely on for-profit-organizations. Whenever it will be referred to "companies", "firms" and "organizations" it can be understood as synonymous to for-profit-organizations.

1 Introduction

Eurostat, the statistical office of the European Union, states that although half of all employed persons in the EU are female, women are underrepresented with regard to the occupation of management positions. Considering all management positions in the 27 member states of the European Union, 37% are currently occupied by women. Furthermore, in 2019 women represented 18% of senior executive positions and 28% of positions as board members of publicly listed firms in the EU (Eurostat, 2020a).

According to the Global Gender GAP Report 2020, the gender gap in the labor markets increases along with the seniority level. From a global perspective, 36% of senior private sector's managers and public sector's officials are taken by women, whereas the representation of women in top business leadership positions or on corporate boards is even weaker. Female leaders can be accounted for in 18.2% of global firms. In OECD countries are on average 22.3% board members women (World Economic Forum, 2020).

If one looks at the situation in Austria, the share of women in senior executive positions in 2019 is 8%, the share of female board members in 2019 is 31% and 32% of managerial occupations are held by women in 2018 (Eurostat, 2020a). In 2018, Austria was identified as the country with the lowest share of female senior executives (5%) in the largest publicly listed companies (Eurostat, 2019).

Since the beginning of 2018, some European countries, including Austria, intend to support a gender balance in supervisory boards of large and publicly listed companies through introducing a mandatory quota of 30% of women. After two years, the representation of women in supervisory boards has risen compared to the previous year, thanks to the legal obligation. Nevertheless, the management positions (board of directors and managers) remain mainly male dominated. In January 2020, only 15 of 222 board of directors positions in companies listed on the Vienna Stock Exchange were occupied by women (6.8%). In respect of the statistical data, one might get the impression, that the Austrian economy operates devoid of women in top management positions. 93.2% of publicly listed companies in Austria are still run by men and 81.3% of the total 2,369 top management positions of the 200 companies with the highest turnover in Austria are occupied by men (Wieser et al., 2020).

For several years, great effort has been devoted to the study of gender equality in different areas. On the one hand, much research on the effect of culture on gender equality has been done: Culture is a crucial element, shaping relationships between men and women as well as the expected attributes and behaviors related to men and women. Our everyday life is

influenced by gender identities just as gender relations, not only in the private family environment, but also in the workplace. Most societies have shaped explicit conceptions of which kind of work should be done by men and which by women. In general, gender disparity is a common issue and culture has a significant effect on gender equality in a society (OECD, n.d.).

On the other hand, the role of organizations and organizational culture and its impact on gender equality in the business environment has also been widely researched. Organizational culture can rather support men on their career path and therefore shape women's career development opportunities negatively so that they miss possibilities to achieve career advancement (Crawley et al., 2013).

Women face different barriers, which hinder them to progress in their career like prejudiced and stereotypical assumptions of women's skills and qualifications or of the women's role in a family as well as exclusion from social networks, which are essential for career advancement (Lineham, 2005).

Rutherford (2001) identifies nine constituents of organizational culture and analyses how they affect women managers and might represent an instrument of closure. With reference to gender and organizational culture, the author relates to cultural barriers for women, particularly in male dominated cultures, which provide patriarchal practices and resist to women's equality. This work offers the results of case studies of two large organizations in the private sector, whereby each constituent of organizational culture was separately analyzed in order to find cultural barriers in the studied organizations. In conclusion, Rutherford argues that organizational culture and gender are closely interconnected and the analysis of organizational culture with different constituents can reveal exclusionary barriers for women (Rutherford, 2001).

This paper examines the effect of organizational culture on female leadership in Austria. In this research the focus lies on two questions. First, how does organizational culture affect the share of women in leadership positions in Austria? Second, how does organizational culture affect the career advancement of women in Austria?

The remainder of the thesis is as follows. The introduction gives a brief overview of the topic relevance and the problem statement. The theoretical analysis is based in Chapter 2. First, the theoretical background to women in leadership positions will be discussed. Second, the business management perspective in the sense of how female leaders contribute to an organization's performance will be analyzed. Third, the concept of organizational culture, its impact on gender and its conceptualization is described. The hypotheses based on the theoretical analysis are presented in Chapter 2.4. In Chapter 3 the empirical model and the results are explained. The conclusions are drawn in Chapter 5.

2 Theoretical Analysis

2.1 Female Leaders Globally, in Europe and Austria

Globally, the share of women in senior management positions within the middle market companies has reached the highest point in 2019, particularly 29%. In 2020, the proportion remains unchanged. Further, 87% of the companies worldwide have at least one woman in the senior management level. The following figure shows the share of women in senior management positions globally from 2004 until 2020. As can be seen in Figure 1, the female representation in senior management level has increased over the last 16 years. The proportion of women in senior management globally has risen by seven percentage points from 2015 (22%) until 2020 (29%) (Grant Thornton, 2020).

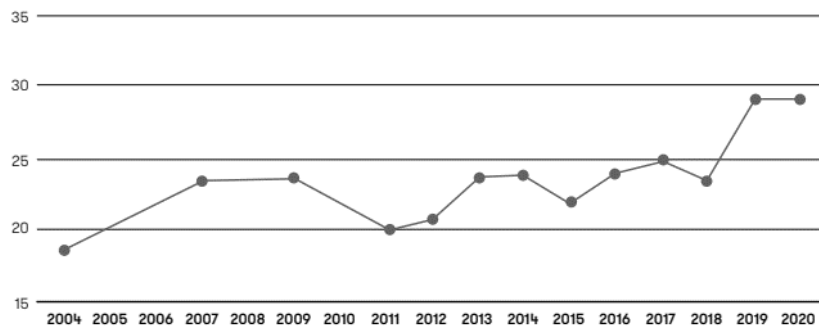


Figure 1: Proportion of women in senior management positions globally from 2004-2020

Source: Thornton, 2020, p.3

However according to a publication of the International Labour Office (ILO) in 2019, which presents the results of approximately 13,000 surveyed companies, almost 80 % of the companies surveyed indicated to have less than 30% female senior managers and approximately 85% indicated to have less than 30% women in top executive positions. Furthermore, nearly 64% of organizations have less than 30% women as board members. Therefore, the statistics for women in senior management and board positions and in top executive positions present a significant need for improvement. Several studies outline that it is necessary to exceed the 30% limit of women in boards and management positions in order to establish a critical mass and to attain the gains of gender diversity. In accordance to the results of the ILO enterprise surveys a considerable amount of companies have not reached this 30% level (International Labour Organization, 2019).

Women in senior positions are most likely to work in human resources, as the research revealed, that 40% of all human resources directors are female. On the contrary, only 17% of chief marketing officers and 16% of chief information officers are women. In respect of the regional view, Africa (38%) is the region with the highest share of women in senior management positions. In the following figure, the share of women in senior management, according to different regions, can be seen. The region with the second highest proportion of women in senior management is Eastern Europe (35%), followed by Latin America (33%) (Grant Thornton, 2020).

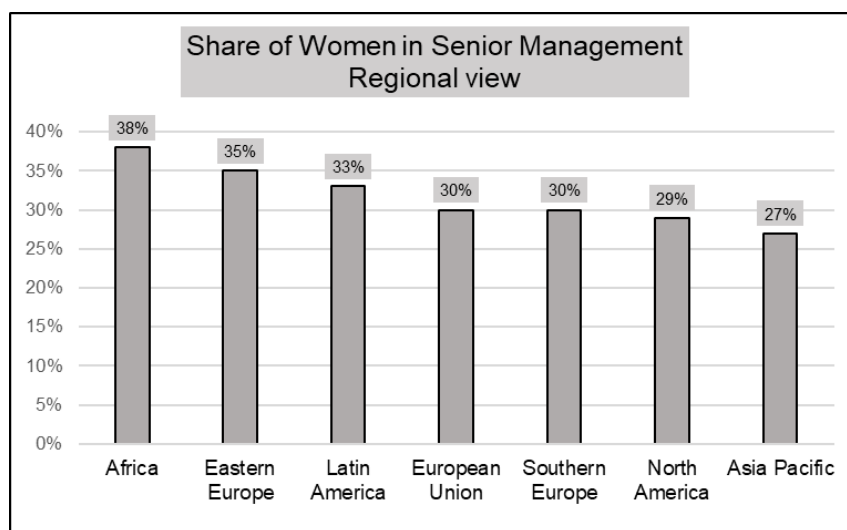


Figure 2: Share of Women in Senior Management-Regional view

Note: Own table based on Thornton, 2020

The organization Mercer published a global report about equality in 2020 where they surveyed more than 1,150 companies in 54 countries. Women across different industries and countries still face various obstacles like constrained access to career advancement opportunities. This research conducted in 2020, revealed that 81% of the respondents from all regions assessed diversity as “important” or “very important”. However, women’s representation has not yet increased significantly. The female global workforce rose from 38% in 2016 to 40% in 2020 and the proportion of women in executive and senior management levels increased by 3%. In addition, this research revealed that the higher the position in the career path, the fewer women are represented (Mercer, 2020a). The average representation of women, according to the different career levels, can be found in Table 1:

Career level	Average representation of women
<i>Executive</i>	23%
<i>Senior manager</i>	29%
<i>Manager</i>	37%
<i>Professional</i>	42%
<i>Support staff</i>	47%

Table 1: Average representation of women across career levels

Note: Own table based on Mercer, 2020a

However, the research also shows that organizations have almost equal hiring rates of men and women within all levels: The hiring rates of females are slightly higher or equal than those for males. Therefore, one might suggest that organizations are in general improving when it comes to employing women across all career levels (Mercer, 2020a).

Further, the survey results revealed that almost one third (29%) of the organizations in Europe agreed that the advancement of women is a challenge. Although, 43% of the European organizations stated that women could equally access particular positions in order to achieve leadership or senior management roles, only 26% strongly agree and 25% disagree that people manager roles are equally occupied by men and women (Mercer, 2020b).

As already mentioned in the Introduction part, women are underrepresented with regard to the occupation of management positions, although half of all employed persons in the EU are female according to the statistical office of the European Union (Eurostat, 2020a).

One important part of the European policy is the achievement of sustainable development in the European Union, which is specified in the 17 Sustainable Development Goals (SDGs). These goals aim to present a holistic approach and coordinated actions in order to tackle economic, social, and natural challenges. The fifth sustainable development goal is about gender equality and the empowerment of women. The European Union has determined to improve the underrepresentation of women in decision-making processes. Therefore, the existence of equal opportunities for leadership and decision-making positions for women and men is also a focus within the SDG 5. Figure 3 illustrates that there is a positive increase of the female representation in boards in the largest publicly listed companies in the European Union. In 2020, 29.5% of the board members of the largest listed companies in the European Union were women. However, the data signifies that the boards of the largest listed companies are still male dominated, as three out of four board members are men (Eurostat, 2020b).

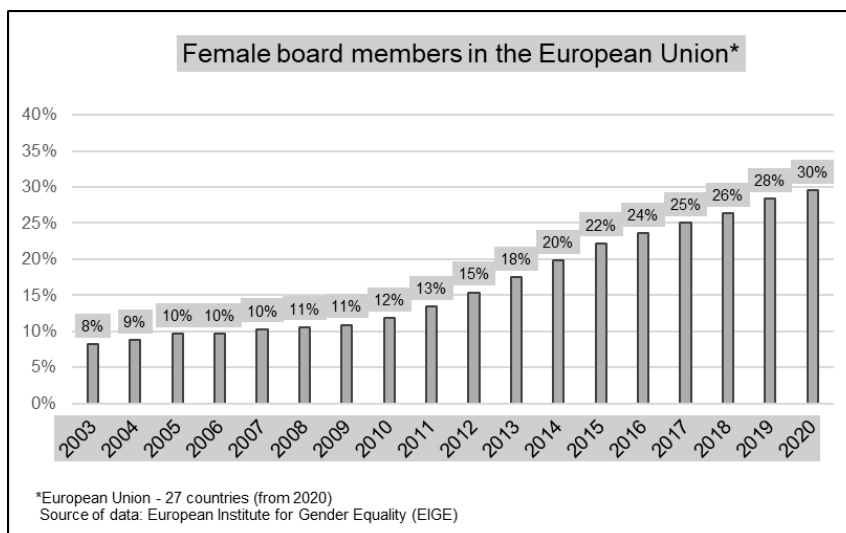


Figure 3: Female board members in the European Union

Note: Own chart

When one looks at the individual state members of the European Union, France has the highest share of female board members in the largest publicly listed firms (45%). Followed by Sweden with 38% and Belgium, Germany and Italy, which have all a share of 36% of female board members. On the contrary, the lowest share of women as board members is recorded in Estonia (9%), Cyprus (9%), Greece (10%) and Malta (10%) (Eurostat, 2020a).

Considering the proportion of female managers in the member states of the European Union, it can be recorded that Bulgaria is the country with the highest share of female managers (52% in 2019-Q4 and 2020-Q3). As shown in Figure 4 the following countries are Latvia with 52% in 2020-Q3 and Poland with 49% in 2020-Q3. Approximately half of the European member states, as can be seen in Figure 4, could achieve a slight improvement of the proportion of female managers from 2019-Q4 to 2020-Q3 (Eurostat, 2021).

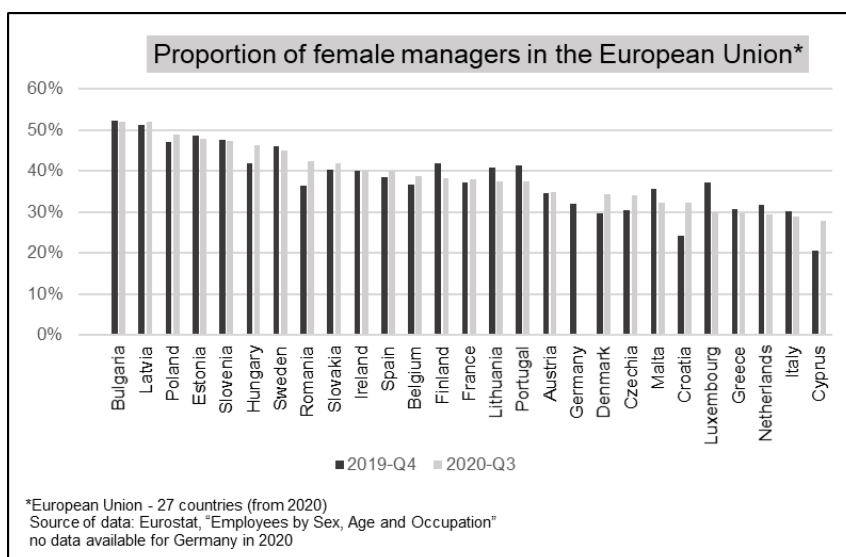


Figure 4: Proportion of female managers in the European Union

Note: Own chart

In respect of the largest publicly listed companies in the European Union (EU-27) in 2020, only 7.5% of CEOs and 19.3% of executives are female (European Institute for Gender Equality, 2020).

The Austrian government is committed to support gender equality as it can be read of one of the governmental web pages:

Even though more and more women have received better education over the years, they are still underrepresented in top management and top decision-making positions. In order to increase the share of women in top positions, Austria is committed to conduct regular surveys, to perform projects and determine legal measures and voluntary commitments. It is an important goal for the democracy to create a balance of women and men in management and decision-making positions in order to assure gender equality within all areas of society (Bundeskanzleramt, n.d.).

According to the data of Eurostat, as can be seen in Figure 4, the share of female managers in Austria has increased slightly from 34.6% in 2019-Q4 to 34.8% in 2020-Q3.

However, considering the gender balance within the CEOs in the Austrian top 200 companies, women are significantly underrepresented. As can be seen in Figure 5, only 8% of CEOs in the top 200 companies in Austria are female in 2020. Whereby the share of female members in supervisory boards is higher: In 2020, 23% of the members in supervisory boards in the Austrian top 200 companies are female (Wieser et al., 2020).

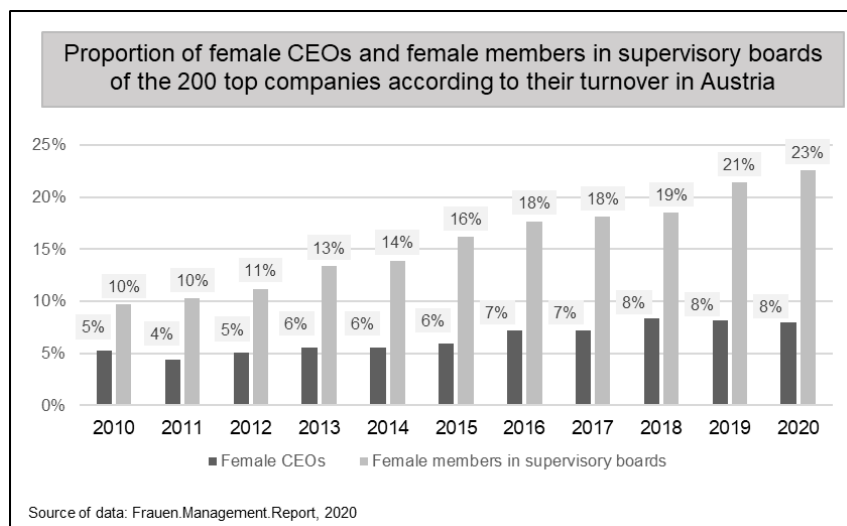


Figure 5: Proportion of female CEOs and female members in supervisory boards of the 200 top companies according to their turnover in Austria

Note: Own chart

The authors Wieser et al. selected for their research about the representation of women in top management positions the 200 Austrian companies with the highest turnover, provided by the business portal Trend.at. In addition to the companies in the industry, service and retail sector the 15 biggest Austrian banks and the 17 biggest Austrian insurance companies were included to cover the financial sector as well. In the 200 regarded companies, 624 CEOs and 1,745 members in supervisory boards were recorded. Of these mentioned 2,369 total leading positions are only 18.7% occupied by women. Therefore, it can be claimed that the companies have failed to staff leading positions in a gender-equitable manner. Likewise as in the year 2019, 44 of the 200 analyzed companies, which corresponds to a fifth, did not have a single woman in the top management positions (CEO and member in supervisory board) in January 2020. Moreover, 157 (78.5%) of the 200 regarded Austrian companies did not have a female CEO occupied (Wieser et al., 2020).

In 2017, Austria has introduced a binding rate of 30% of women in supervisory boards for publicly listed companies or companies that employ more than 1,000 employees (Arbeiterkammer Wien, n.d.). Since this introduction, the share of women in companies bound to this rate and publicly listed companies has increased significantly from 2018 to 2020. On the contrary, the proportion of women in not publicly listed companies and in companies not bound to the 30% rate has increased only slightly from 2018 to 2020. In addition, while the 30% rate had a positive effect on the female representation among the supervisory boards, the practice of appointing the members of the executive board remained unchanged (Wieser et al., 2020).

Figure 6 illustrates the proportion of female CEOs and female members in supervisory boards of the Austrian top 200 companies by sector. As can be seen, the highest share of female CEOs and female members in supervisory boards can be recorded in the services and finance sector. Whereas the industry sector shows the lowest share of female CEOs (4%) and the retail sector the lowest share of female members in supervisory boards (13%) (Wieser et al., 2020).



Figure 6: Proportion of female CEOs and female members in supervisory boards of the 200 top companies according to their turnover in Austria by sector

Note: Own chart

2.2 Business Management Perspective: Contribution of Female Leaders to an Organization's Performance

As mentioned in the introductory part, some European countries including Austria, intend to support gender balance among leadership positions in firms. This is also demonstrated by the legal obligation of firms to introduce a 30% quota of women on supervisory boards. Furthermore, as described in Chapter 2.1 the European Union policy pursues the achievement of the Sustainable Development Goals which includes the support of equal opportunities for leadership positions for women. Therefore, it is evident that from a governmental perspective, various measures are used to pursue gender equality.

However, in this thesis I would like to elaborate the companies' point of view, which leads to the following questions in relation to the topic: Do women in leadership positions have a positive effect on the company's success? How does coping with organizational culture helps companies to achieve corporate success? This chapter deals with the discussion of the business management point of view and the above-mentioned questions.

An exploratory study from Shrader et al. (2020) investigated the link between women managers and the firm financial performance for a sample of very large U.S. firms.

This paper is based mainly on the arguments of the resource-based theory (elaborated by Barney, 1997), claiming that a high share of women in management positions is beneficial for the firms' performance as they can contribute to the development of a competitive advantage. On the one hand, the results obtained by Shrader et al. in this study could not demonstrate a

positive relation between a high percentage of women in top management or on the board of directors and the firm's financial performance. However, on the other hand, the results show that the firm's total share of women managers and the firm's financial measures like return on sales (ROS), return on assets (ROA), return on income (ROI), and return on equity (ROE) are related positively. As conclusion, the authors state, that a high percentage of women managers has a positive impact and firms should encourage the employment of more talented female managers (Shrader et al., 2020).

The relationship between the representation of women in top management and the firm performance has also been explored by Dezsö and Ross (2012). The authors developed a theoretical model in order to outline the reasons why female representation in top management may improve a firm's performance and used panel data on the top management teams of the S&P 1,500 firms over a 15-year period to test their hypotheses. According to their theoretical framework, women joining a top management team can produce several positive effects: Women enrich a team with different knowledge and diverse life experiences. Therefore, they contribute to a broader and richer perspective and help coping with important strategic challenges. Consequently, the authors claim, that informational and social diversity improves a team's decision-making and information processing abilities. Moreover, women tend to perform a different leadership style and motivate female middle managers. Each of these mentioned aspects lead to a better task performance of top and middle management teams and thus lead to a better overall firm performance. The results offered by this study show that women in top management lead to an improvement of firm performance although with the limitation that a firm's strategy is emphasized on innovation. Additionally, there is no evidence, that firms without a strong focus on innovation do realize a worse performance due to female representation in top management (Dezsö & Ross, 2012).

The authors Lee & James choose another point of view to study the effect of female leaders on organizational performance. They draw upon preliminary elaborated theories claiming that announcements of new CEO occupations or changes in other leadership positions can affect a company's value negatively. Although women already were appointed to CEO positions in the past, it remains uncertain what stakeholders think of these female leaders. The main objective of this paper was to discover if investors perceive women in executive positions differently than men in executive positions. Furthermore, the authors focused on the linkage between the investor's expectancies of the new leader in the company and the prospective company performance. A company will obtain advantage, if investors are content with the company's leadership and therefore will continue investing. In contrast, investors that are not satisfied with the company's leadership are likely to stop investing or lower their investments and thereby might influence the company negatively. The announcement of a woman taking

over an executive position draws attention only due to the fact that it is an unusual event. Female CEOs are rare and thus represent a new and different situation. As a result, the company's stakeholders, including investors, might view the announcement of a female executive more skeptically than if it was a man who was announced. There is also existing research pointing out that some employers fear hiring demographically different people than the majority of the employees because of the potential lack of trust and discomfort. Women are generally underrepresented in companies, especially in upper echelons, and thus, they face negative consequences like adverse stereotypes. Due to the scarcity of female executives, observers cannot rely on a reference framework in order to assess female leaders. Therefore, they refer to stereotypes of women, which are inappropriate as they distract from the assessment of the leadership role per se and lead to perceptual biases. Furthermore, previous studies found that positions, which tend to be represented by one gender, would be connected to this gender. As the major top management positions are occupied by men, people have the tendency to associate men as ideal for leadership roles. The negative consequences for women resulting of their underrepresentation should, according to theory, decline as gender equality is manifested. Summing up, the results of this paper present support for the statement that shareholders are sensitive according to leadership announcements in organizations. Further, the findings demonstrate that announcements of female CEOs cause a more negative respond of the shareholders than announcements of male CEOs. Also, the shareholder reactions are more negative to announcements of female CEOs than to announcements of female top management occupations other than CEO positions. In addition, they found that women who are insiders and advance within the organization initiate less negative response of shareholders as outsiders. In other words, shareholder still react negatively to women who are insiders, however, the reactions are more negative for women coming from the outside. According to the authors, organizations should be aware that the appointments of women in the upper ranks could be a potential risk leading to a negative reaction on the stock market. However, organizations can take counteractive measures in order to prevent premature negative reactions of shareholders (Lee & James, 2007).

Additional preliminary work examining the impact of women in boards was published in 2016 by Abdullah et al. Although governments around the world are introducing policies with the aim to increase the share of women in company's boards, there is mixed evidence about the impact of women on boards and consequently the company's performance. This study aimed to research the relationship between women's involvement in boards and the company's performance in emerging markets. First, the authors extended the prevalent theory in order to represent the complexity of the before mentioned relationship between women in boards and the company's performance. On the one hand, they developed a theoretical conceptual

framework of performance indicators in order to anticipate the variation of women's influence among different performance indicators. On the other hand, they took into consideration that performance consequences, due to women's participation on boards depend on firm characteristics and further on the country's posture towards gender equality. This theory was tested on collected data of 841 Malaysian firms. In order to capture fully how female directors influence performance in emerging markets, the authors distinguished between accounting and market performance within their study. The indicator "accounting performance" measured the concrete performance of female board members, whereas the indicator "market performance" reflected the societal perspective of women and their professional role. In the theoretical analysis, the authors concluded that there are numerous reasons supporting the hypothesis that women on boards of companies in emerging markets affect the accounting performance in a positive way. Among others, one of the reasons is that women possess certain behavioral characteristics, which are particularly valuable in emerging markets. In addition, the participation of women in boards creates a board diversity that enables a firm to connect to various external resources, which is typically crucial in emerging markets. However, the authors' anticipation according to the "market power" was different: They suggested that market performance is affected negatively by women on boards of companies in emerging markets. This is mainly explained by adverse societal perceptions of women in top management positions. Moreover, investors in emerging markets are likely to be dismissive of women on boards, as they dislike taking risks due to low protection in these countries. As the authors suggested, they found conflicting results of the two performance indicators. The findings indicate that female directors lead to economic value, however, market and society diminish their influence. In conclusion, this study revealed that women on boards of companies in emerging markets affect "accounting performance" positively and conversely "market performance" negatively. Therefore, the authors suggested that women are affected by a biased perception of the market, which undervalues their impact on boards. Further, the results support the statement that the impact of female board members is firm specific. The study outcomes endorse the appointment of female board members but also reveal that the reaction of the market could suppress the women's positive impact. Lastly, the authors claim that the context is a crucial element, which shapes the influence of female board members on performance and companies should regard the value of female board members in relation to the attributes of their operation environment (Abdullah et al., 2016).

An additional study about the linkage of gender diversity and corporate performance was conducted by the organization Catalyst in 2004. This paper is built upon collected data of 353 of the 500 largest US corporations by turnover over the period of four years. In order to assess the financial performance of the companies, two indicators were considered: Return on Equity

(ROE) and Total Return to Shareholders (TRS). Return on Equity (ROE) is a compound measure for a company's performance from the perspective of the shareholders, whereas Total Return to Shareholders (TRS) reflects the total annual return for the company. The gender diversity of top management teams was measured with the average of the annual share of female officers over the researched time. Within the study, the researched companies were divided into two quartiles: The "top-quartile" companies represent the 88 companies that had the highest gender diversity in top management teams and the "bottom-quartile" companies represent the 89 companies that had the lowest gender diversity in top management teams. Additionally, they divided their research sample into eleven different industries. As a result of this conducted study, the top-quartile companies show an average of 20.3% of women in top management teams and the bottom-quartile companies an average of 1.9%. The findings revealed further that, the group of companies with the highest share of female members in their top management teams realized a better financial outcome than the group of companies with the lowest share of female members. Regarding the financial performance indicators ROE and TRS, the top-quartile companies exceed on average the bottom-quartile companies (Catalyst, 2004).

In the following figures, it can be seen that the average ROE of the top-quartile companies was higher than the average ROE of the bottom-quartile companies. Similarly, the TRS of the top-quartile companies was higher in comparison to the bottom-quartile companies. Summing up, this research shows that the financial performance, measured by Return on Equity (ROE) and Return to Shareholders (TRS), of the group of firms with the highest share of women in top management teams was higher as in the group of companies with the lowest share of women. The indicator Return on Equity of the top-quartile companies is 35.1% percent higher and the indicator Total Return to Shareholders is 34% higher compared to the bottom-quartile companies (Catalyst, 2004).

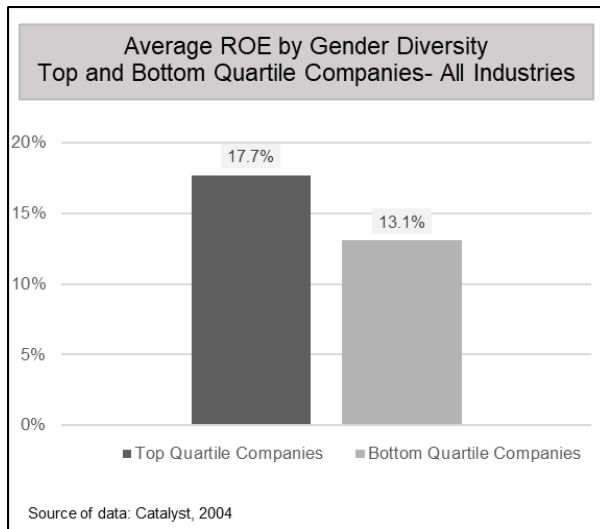


Figure 7: Average ROE by Gender Diversity Top and Bottom Quartile Companies

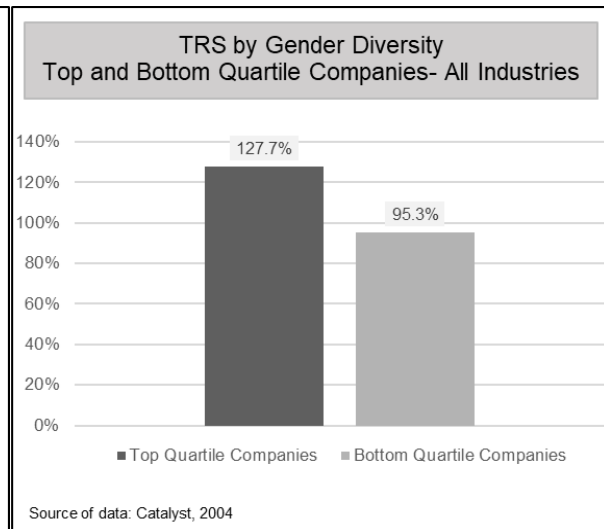


Figure 8: TRS by Gender Diversity Top and Bottom Quartile Companies

Note: Own charts based on Catalyst, 2004

Despite of these significant results, it needs to be considered that this study presents the following limitation: It cannot be proved that gender diversity causes a good financial performance. The authors state that they confirm the existing relation of gender diversity and financial performance, but they cannot rule out other reasons that influence the financial performance (Catalyst, 2004).

However, it is important to mention that most of the previous studies about gender diversity and the impact on a business performance do not take into account how their results vary from different countries or regions. To put it more simple, various findings are limited to a certain country or region. This point of view has been included in the research study by Turban et al., presented in the Harvard Business Review in 2019. The findings in regard to the way in which gender diversity influences company performance are ambiguous. On the one hand, researchers view gender diversity as positive, because it supports innovative mindsets and the appearance as a competitive firm for investors. On the other hand, contrary research claims that gender diversity has a negative impact on the company's performance. The authors took the approach to consider that the conflicting findings of prevalent research might be connected to differences in regions and industries. It is possible that diverse conceptions of gender diversity in respective regions and industries affect if diversity leads to a better company's performance. One of the authors conducted a research study of 1,069 leading companies across 35 countries and 24 industries. Their results confirmed their presumption: The findings showed that gender diversity refers to firms that are more productive, which was measured by market value and revenue, however only in surroundings where the concept of gender diversity is decisively accepted. This acceptance is understood as a common belief that gender diversity

is of great significance. To put it more precisely, the common belief and acceptance of gender diversity is decisive for the capture of benefits from it. Countries and industries that adopt gender diversity as an important element gain benefits from it, others do not. The authors describe a comparison of two different sectors in Europe. On the one side, they looked at telecommunication companies in Western Europe, which are characterized by a more gender-inclusive environment and found that the share of women in these companies was fundamentally linked to the company's market value. On the other side, there could not be found a linkage between gender diversity and company performance in companies in the energy sector in the Middle East, which are characterized by not gender inclusive. In societies where women at work are generally accepted, positive effects of gender diversity could be recorded. Whereas positive effects could not be recognized in societies with only "regulatory support". To be specific, there are two elements that are important when talking about the effects of gender diversity, namely "cultural support" and "legal structures". For instance, countries, which have the legal conditions to support women at work, but the cultures in companies are mostly male-dominated and not supportive for women, will not gain very much benefit of gender diversity as countries do with a widespread cultural acceptance. Therefore, the authors claim that gender diversity can create benefits only if people see the inherent value of it and not just see it as an obligatory condition. Furthermore, the authors mention that several studies found that job seeker value companies that represent a gender diverse workplace. Consequently, companies with gender diverse teams attract more employees that are talented and hence might outperform their competitors. In their research, the authors could support this theory as they found that diversity led to a better financial performance. Moreover, diverse work teams create more likely more innovative ideas, which is beneficial for the company's performance. However, a safe and supportive environment is necessary in order to encourage women to present their ideas (Turban et al., 2019).

To sum up the main points of the paper by Turban et al., gender equality can create advantages, but it is context dependent and important that the right framework conditions are in place.

Finally, I want to briefly refer to the paper written by Sonnabend (2015), who reflects upon gender diversity in boardrooms. It is well-known that women are underrepresented in corporate boards, although previous studies indicate that firms with female directors have a better performance than firms without, likewise comparable with the performance of gender diverse work teams in contrast to homogeneous groups. The author refers to her own experience as a board member and explains that the other members recognized the value of a diverse board after she has achieved to include women in the male dominated board. Finally, a gender

balance in corporate boardrooms will probably benefit the firm's profitability and create a socially aware environment to work in (Sonnabend, 2015).

The above elaborated part has dealt with the contribution of female leaders to an organization's performance. In summary, it was shown that some studies present a positive relationship between female leaders and company success. However, the study situation is ambiguous and there are, on the one hand, studies that show a negative relation of women in leadership positions and company success and, on the other hand, there is no evidence of a causal relationship between women in leadership positions and company success.

Hereby I want to summarize and complete how women in leadership positions or also women in general can contribute positively to a company's success.

Financial Performance:

As elaborated on the previous pages, there are several studies which demonstrate that organizations benefit financially through women in leadership positions.

According to studies from the Credit Suisse institute companies with more women in leadership positions with decision-making power generate higher profits and market returns. One of their key findings is that a greater share of women in leadership positions is related with excess stock market returns and increased profitability. Further, they illustrate that companies with a share of women in top management of 33 % had an average annual growth rate of 4.7 %, whereas this value increased to 10.3 % for companies with a share of women in the top management of over 50 % (Misercola, 2016). Furthermore, a study of the Boston Consulting Group presented that EBIT margins of companies with above-average diversity on management levels were nine percent points higher than in companies with below-average diversity (Lorenzo et al., 2018).

Qualifications of Female Leaders:

It is evident that the skills and qualifications of leaders have a significant influence on the company's success. One might argue that women are not as qualified as men to lead a company in order to achieve success.

However, a study published in Harvard Business Review revealed that women in leadership positions were identified as being as effective as men. In the concrete, women outscored men on a great majority of leadership skills which were measured. Women were rated superior in "taking initiative", "acting with resilience", "practicing self-development", "driving for results", and "displaying high integrity and honesty", while men were rated as better only on two capabilities (Zenger & Folkman, 2019).

In addition, the same authors repeated a similar research in 2020 during the COVID-19 pandemic which led them to the understanding that “women are better leaders during a crisis”. The findings of their second research were consistent with the one conducted before COVID-19: Women again were rated as being more effective leaders. However, the difference between men and women is even larger in their second research, leading to the implication that women are apt to outperform men in a crisis. The authors explain the difference in the importance of skills during a crisis like “communicates powerfully” or “relationship building” in which women scored higher (Zenger & Folkman, 2020). Further, as stated in the education statistics of Austria, more women graduated from a university or academy in 2018 (19.9%) than men (16.3%) (Statistik Austria, 2021b). This also supports the argument that women can have a positive influence on the company success through their qualifications.

Retirement:

According to Statistik Austria the average age of retirement in 2019 was 61.3 years for men and 59.5 years for women. Therefore, women retire 1.8 years earlier than men (Statistik Austria, 2021a). I argue that the older employees, the more expensive they are for the company due to their work experience.

An article in the newspaper Kurier claims that the more work experience an Austrian employee has, the higher is the salary and therefore the highest earning age group is those over 60 years of age (Kurier, 2021). This also agrees with the data from Statistik Austria in 2019: The arithmetic mean of the net annual income of employees in Austria rises with the age of the employees. The age group of 30-39 years presents an arithmetic mean of the net annual income of 25,631 Euros, whereas the age group of 60 years and older presents an arithmetic mean of the net annual income of 53,862 Euros (Statistik Austria, 2019).

Furthermore, young employees bring new knowledge and perhaps higher productivity with them, which has also a positive effect on the company's success. To sum up, it is, therefore, beneficial for the company's success to have more women in management positions, as they retire earlier and thus relieve the company financially and young, less expensive employees can follow.

Part-time Work:

It is evident that nowadays more women than men are part-time working in Austria. According to the presentation of the annual average of part-time workers in 2020 of Statistik Austria, 244.6 thousand men and 955.6 thousand women are working part-time (Statistik Austria, 2021c). I justify having part-time workers can influence a company's success positively with

the following two reasons: First, part-time workers are cheaper for the company and second, studies claim that part-time workers are even more productive.

The authors Künn-Nelen et al. (2013) analyzed the relation between part-time employment and companies' productivity and found that firms with a high proportion of part-time workers are more productive in comparison to firms with a high proportion of full-time workers. As stated in their paper, a 10% raise in part-time employment is related to a 4.8% higher firm productivity (Künn-Nelen et al., 2013).

Gender Pay Gap / Motherhood Pay Gap:

Comparing the incomes of women and men, it comes clear that a gender wage gap is still present in Austria. As reported by Statistik Austria, the arithmetic mean of the net annual income of employees in Austria in 2019 is 20,972 Euros for women, whereas the arithmetic mean of the net annual income of men is 35,965 Euros (Statistik Austria, 2019). Additionally, a report from Agenda Austria claims that there exists not only a gender pay gap but also a motherhood pay gap which signifies that mothers not only earn less than men but also less than their female colleagues who have no children (Agenda Austria, 2019).

From a business point of view, it can be claimed that the lower wages for women speak in favor of employing more women, as it results in lower wage costs for companies.

Corporate Social Responsibility:

A previous study indicates that the values, which a company represents, are a significant factor when making purchasing decisions. In addition, this paper picks up the argument that 64 % of consumers worldwide purchase with conviction (elaborated by Edelman Earned Brand Study 2018). Furthermore, they claim that 70 to 80 % of all consumer goods are bought by women. Nowadays as consumers are more involved in societal and socio-political issues it is apparent that companies that are committed to empower women and achieving gender equality will attract more consumers than companies that show no commitment (IBM, 2019).

Sexual Harassment:

Several publications have appeared in recent years documenting sexual harassment as a prevalent issue in Austrian workplaces.

As stated in a press release in 2018, more than 50% of women have already experienced sexual harassment from male colleagues, managers, or customers (Arbeiterkammer Oberösterreich, 2018). Another report further states that those affected are predominantly women and men are more likely harassers (Bundesarbeitskammer et al., 2011). Therefore, I suggest that more women in leadership positions might lead to less sexual harassment in

companies and thus companies can provide a better work climate and represent an attractive employer.

In summary, I argue that all of the above-mentioned factors suggest that women in general and women in leadership positions can have a positive influence on the success of a company.

At last, I want to pick up the question mentioned in the beginning of this chapter: How does coping with organizational culture helps companies to achieve corporate success?

The topic of how organizational culture influences corporate success has been taken up by several authors. Many studies are based on the resource-based theory elaborated by Barney (1986, 2002). Building on this angle, it is argued that an organizational culture can develop into a core competence and thus into a competitive advantage that can give the company a unique selling point and thus advantages for the company's success (Sackmann, 2017).

Finally, this work could be expanded by looking for financial indicators of the respective companies and examining the effect of women in leadership positions on company performance. However, this would go beyond the scope of this master's thesis, and I would like to suggest this as an aspect for further research. As an alternative, a question about the effect of women in leadership positions on a company's success is included in the survey in this thesis (Appendix 7.1). However, this only reflects the assessment of the respondents instead of a quantitative measurement.

2.3 Organizational Culture

2.3.1 Definition of Organizational Culture and Theoretical Models

Prior to the research of the impact of organizational culture on gender equality in organizations and specifically women's career advancement, the definition of the term "organizational culture" has to be discussed. In the last decade, the concept of organizational culture has attracted much attention from researchers and managers due to the fact, that it is an important factor influencing climate and socializing (Adler, 2008).

The author Kidger defines organizational culture as the "sense of common identity and purpose across the whole organization" (Kidger, 2002, p. 81).

Another definition of organizational culture can be found in the study of Edgar H. Schein who explored the link between organizational culture and leadership. He defines organizational culture as follows:

"The culture of a group can be defined as the accumulated shared learning of that group as it solves its problems of external adaptation and internal integration; which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, feel, and behave in relation to those problems. This accumulated learning is a pattern or system of beliefs, values, and behavioral norms that come to be taken for granted as basic assumptions and eventually drop out of awareness" (Schein, 2017, p. 21).

Finally, to broaden the perspective of organizational culture I want to refer to the debate about organizational culture written by Watkins (2013) in the Harvard Business Review article with the title "What is Organizational Culture? And Why Should We Care?". The author starts the introduction with claiming that there is a broad approval that organizational culture exists and that it has a significant impact on behavior in organizations, whereas the definition of organizational culture is not defined precisely. This article presents the results from a LinkedIn discussion thread showing different views and opinions about organizational culture. One point of view concentrates on behavioral patterns and claims that culture refers to the way things are done in an organization. Another perspective describes a broader definition and argues that organizational culture goes beyond patterns of behavior and is characterized by different individuals who create a jointly shared understanding and perspective of the organization. Finally, the author states that organizational culture is not a static position but rather a dynamic, fast changing concept, which is therefore complex to assess (Watkins, 2013).

In the literature, several theories have been proposed to explain the concept of organizational culture.

The benefit of frameworks is that they simplify understanding and working processes as they provide useful categories for clarifying the complexities we are confronting with when studying organizational realities (Schein, 2010). These theoretical models will be explained in this section.

One of the first models was developed by Edgar Schein, who intended to establish an approach to analyze the complex structure of organizational culture. According to his model, there are three different levels at which the analysis of culture can be carried out as can be seen in Figure 9. These three levels can be distinguished regarding to the visibility of the cultural occurrences. The first level describes tangible and visible artifacts which include feelable elements of the culture like language, observable structures, rituals and observed behavior that is despite its visibility, hard to decipher. Although artifacts are tangible and apparent for the observer, the meaning and background of this artifacts is very difficult to understand without questioning a member of the culture. The second level contains norms, ideals espoused beliefs and values as well as rules of behavior that are used by members of the culture to represent the culture. The espoused beliefs and values are conscious elements of cultural phenomena which are clarified explicitly as they function as a guide for the members of the culture to know how to handle specific situations. These beliefs and values are also used as a guide of behavior for the training and instruction of new members in the group. It is possible that the espoused beliefs and values of some organizations are contradictory to the observed behavior. In this case the espoused beliefs and values reflect rather endeavor for the future. Finally, the core of the culture is based in the third level which include deeply anchored, unconscious, basic assumptions that define behavior and perspectives of the members. In relation to the definition in the model, successful frequently used solutions develop to taken for granted basic assumptions which have manifested themselves in the whole group and vary little (Schein, 2017).

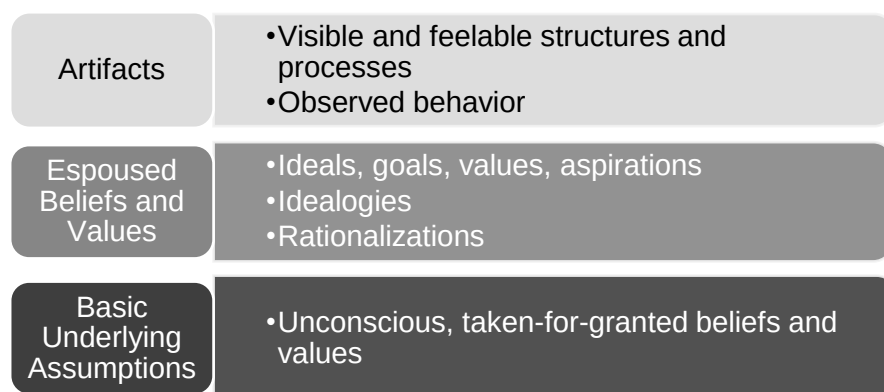


Figure 9: The Three Levels of Culture by Schein

Note: Own chart based on Schein, 2017

Another groundbreaking study about organizational culture was conducted by Cameron and Quinn, who developed the so-called “Competing Values Framework” as can be seen in Figure 10. The development of this model is based on an initial research with the aim to determine to key factors of effective organizations. The framework consists of two different dimensions: One dimension considers effectiveness factors in relation to flexibility, discretion and dynamism on one side and effectiveness factors in relation to stability, order, and control on the other side. The second dimension considers effectiveness factors in relation to internal orientation, integration, and unity on one side and effectiveness factors in relation to external orientation, differentiation, and rivalry on the other side (Cameron & Quinn, 2011). Figure 10 shows the formation of the two dimensions and in addition four quadrants which represent four different culture types.

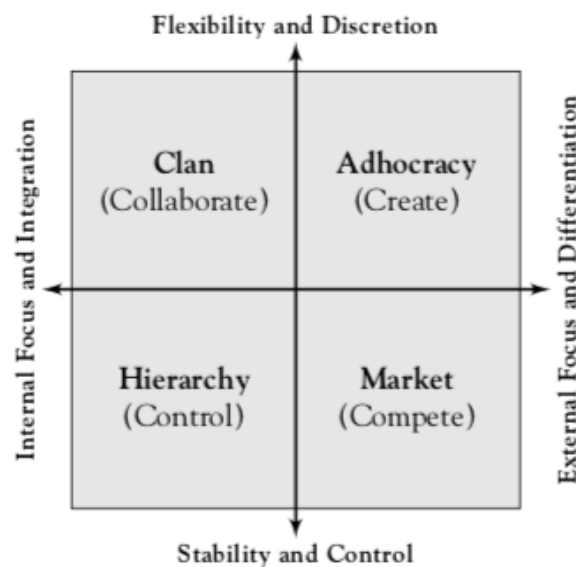


Figure 10: The Competing Values Framework. Cameron & Quinn, 2011, p.39.

The hierarchy (control) culture type refers to workplaces with precise formalized procedures and structures. The organizations of this culture type concentrate primarily on explicit lines of decision-making power and control and accountability methods. In the long run these organizations strive for stability and predictability. While the hierarchical (control) culture type is focused on internal affairs, the market (compete) culture type puts emphasis on its external environment. The market-type organizations are driven by competitiveness and productivity and aim to achieve external positioning and control through focusing on transactions with parties of the external environment like customers, suppliers, etc. The third culture type is associated with a clan because organizations of the clan (collaborate) type own characteristics similar to family-type organizations. This kind of organizations pursuit teamwork achievements, employee participation arrangements, and collective dedication to employees. The core

elements of the clan (collaborate) culture type are shared values and goals, a sense of a participative community and cohesion rather than hierarchical structures or competitiveness. The last culture type to be described is the adhocracy (create) type of culture. The name adhocracy includes “ad hoc” which refers to organizations that have to respond rapidly to new situations, are situated in a dynamic environment and are confronted with temporary challenges. The core values of the adhocracy (create) culture type are adaptability, creativity, and flexibility which pursuit to act quickly in a world of uncertainty and information overload. In addition, the authors presented a widely used tool to assess organizational culture. This tool is based on the above described “Competing Values Framework” and is called “Organizational Culture Assessment Instrument (OCAI)”. The frequently used organizational culture assessing instrument provides a diagnose of the cultural fundamentals by the use of six different items (dominant characteristics, organizational glue, leadership, management of employees, strategic emphases, and criteria of success) (Cameron & Quinn, 2011).

Some other preliminary work was carried out in 1972 by Harrison. Harrison distinguished between four different organizational ideologies which determine the decision-making process within an organization, the way the employees are deployed, and how the organization copes with its external environment (Harrison, 1972). Figure 11 illustrates the four different ideologies according to Harrison.

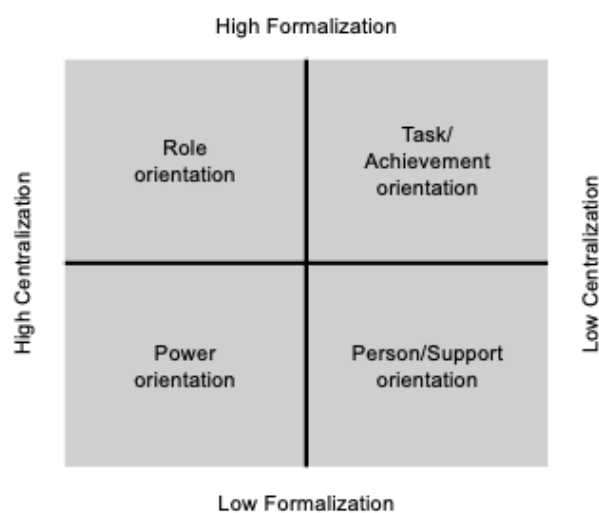


Figure 11: Harrison's four organizational culture ideologies

Note: Own chart based on Harrison, 1972, 1987

Organizations which can be characterized as power-orientated strive to defeat all competitors and claim complete power over their environment. Power also plays an important role within organizations as employees in powerful positions pursuit to have complete control over

subordinates. Moreover, it can also occur that power-oriented organizations push people and human values into the background through the pursuit of control, growth, and power. On the contrary, role-oriented organizations aspire regularity, rationality, and legitimacy. In contrast to the dominant aspects of competition and conflict in power-oriented organizations, regulated agreements, rules, and procedures are decisive in role-oriented organizations. Due to the rigid processes in role-oriented organizations, they can only slowly adapt to change. In task-oriented organizations the entire organizational structure, functions, and resources are aligned so that they optimally contribute to the achievement of the subordinate goal. Procedures which hinder the goal achievement are changed and employees who cannot contribute optimally to the attainment of the subordinate goal are retrained or replaced. The focus in role-oriented organizations is on flexibility in order to be able to respond quickly to changes. The last organizational culture type by Harrison is person-orientation. In contrast to the other ideologies, these organizations exist primarily to meet the needs of the members of the organization. Instead of focusing on authority, individuals strive for helpfulness, caring, and cooperative decision-making processes. Organizations are not assigned exclusively to one of these four organizational cultures, but a company usually focuses on a single type (Harrison, 1972).

Other authors who had a major impact on the literature of organizational culture are Deal and Kennedy. The publication of their first book "Corporate Culture: The Rites and Rituals of Corporate Life" in 1982 has increased the interest in the concept of organizational culture. Deal and Kennedy stated that the business environment in which a company is embedded is the greatest influence on an organization's culture. Further, they claim that a strong culture significantly affects employee's productivity in an organization. According to their definition a strong culture is built by a set of informal rules that define the behavior of employees. The authors focused on the elements values, heroes, rites, and rituals of organizational culture and established a model of four different organizational culture types. These four categories are connected to two factors of the business environment: The risk which entail the company's activities and the speed of feedback on the success of the company that the company and its employees receive. The four different organizational culture types defined by Deal and Kennedy are illustrated in Figure 12. In a tough-guy, macho type of culture, individuals face situations associated with high risk and have to make quick decisions. In this fast moving and exhaustive culture individuals and the organizations receive rapid feedback on their actions. Although the work hard/play hard culture also gets quick feedback, organizations with this culture are mostly concerned with low-risk activities. These kinds of organizations are determined by fun, action, and a high level of activity. On the contrary, organizations with the bet-your-company culture are confronted with long-term projects which constitute high-risk. Furthermore, they receive slow feedback on the success of their actions. Last, the process

culture refers to organizations which operate with low-risk activities and are confronted with a certain lack of feedback (Deal & Kennedy, 1982).



Figure 12: Four organizational culture types by Deal and Kennedy

Note: Own chart based on Deal & Kennedy, 1982

The four models described above focus on different aspects of culture. Schein presented an organizational culture model with three levels which can be distinguished regarding to the visibility of the cultural occurrences. Cameron and Quinn have expanded the concept of organizational culture with their “Competing Values Framework” and make an essential distinction between flexibility and stability and differentiation and integration. Harrison concentrated on the way processes are carried out and decisions are made within organizations, which vary according to the degree of centralization and formalization. Finally, Deal and Kennedy concentrate on the risks associated with the decisions made in the company and the speed of receiving feedback if the decisions were the right ones.

Over the past years numerous models of organizational culture have been elaborated. In this chapter only a small selection of the various models developed for the analysis of organizational culture is presented. In the extensive literature on organizational culture, plentiful models can be found that are not described in this study. The above-described models are often used in preliminary studies that explore the link between organizational culture and factors like organizational effectiveness, leadership success, employee satisfaction, and more. However, to my knowledge, the existing literature does not present any models of organizational culture that are aimed to address explicitly the issue of gender equality. In Chapter 2.3.4 I want to gather the elements of organizational culture which are particularly interesting for this study as they are connected to gender equality in organizations.

2.3.2 Barriers to Women's Career Advancement

In order to examine the theoretical aspect of women in leadership positions thoroughly it is crucial to explore why there are not more women in leadership positions. What are the obstacles women face in the transition process into leadership positions according to prevalent studies? Do men and women have equal chances when it comes to leadership positions? These aspects will be examined in the following section.

One of the first studies I want to refer to was published by the organizations JUMP and Leverage HR in 2018 who conducted a survey with over 1,000 women in the work environment to analyze the barriers, which prevent women from taking over leadership positions. In this work, three different types of barriers were determined: individual, organizational and transitional barriers. For each of these barriers, a risk index score was calculated, which defines the risk of organizations that female employees will drop out of the career path to occupy leadership roles for example because they obtain better possibilities somewhere else. A high risk index score represents strong barriers. The individual barriers are created by women themselves and are characterized as restrictive beliefs and behaviors, which keep women to go after leadership occupations. This barrier also includes the assessment of the women's awareness of benefits connected to career progression. Conversely, organizational barriers are perceived by women to be created by the organization. A low score related to organizational barriers would signify that the organization supports women to take the next career step, has fair performance evaluation and promotion processes and provides an environment for women to grow. The last barrier is about the transition of women into the next level and their readiness to move into leadership roles. In addition, the analysis of transnational barriers contain women's response to change, stress and pressure, uncertainty, and their way of handling challenging situations (JUMP & Leverage HR, 2018).

In the table below, I have summarized the most important results of this study according to the three types of barriers:

Barriers	Risk score	Information
<i>Individual barriers</i>	25% (low risk)	There is no indication that the women in the survey have great individual barriers, which hinder them from taking the next career step.
<i>Organizational barriers</i>	47% (medium risk)	This score indicates that the women in the study perceive considerable strong barriers in the organization, which hinder them to experience career progress.
<i>Transitional barriers</i>	44% (medium risk)	This signifies that the women in the study are quite ready for a transition into a next level position.

Table 2: Three types of barriers to women's career advancement

Note: Own table based on Jump & Leverage HR, 2018

As can be seen in Table 2, the support and engagement of an organization with regard to women and their move into leadership positions play an important role. In other words, an organization can influence the career path of women in a significant way and organizational barriers can present a risk to lose these women as a member (JUMP & Leverage HR, 2018).

Furthermore, the results show that a significant component of organizational barriers is inequality within performance evaluation. More than a half of the women in the study think that they do not earn the same as their male counterparts even though they occupy the same role and show similar performance. Additionally, 45% believe that they require more qualifications than men do in order to achieve promotions. An unequal performance evaluation system in the organization can bear severe risks: Women get fewer chances for promotion, feel undervalued and get frustrated, which leads to less motivation and decreased performance. When referring to transitional barriers, the results indicate, in addition to the information in the table, that women suffer of a lack of a professional support network. The power of a strong network increases the opportunities for career progress (JUMP & Leverage HR, 2018).

Similarly, another study of 2,200 employees was conducted by McKinsey & Company (2016) with the aim to understand why and by which barriers women are hindered to climb up the professional career ladder. This report identified two main barriers preventing women to progress in the career path: the so-called “anytime performance model” and “leadership styles”. It is quite often said that women do not want to take over leadership roles, but this study reveals the contrary: It is shown that the interest of getting promoted is equal between men and women. However, one quarter (26%) of those surveyed claim that the chance of promotion is influenced by gender and 41% believe that it is more difficult to get a promotion for women than for men. Along with this information, it has been found that an equal ratio of women and men pursue top executive positions but there are far fewer women than men optimistic about accomplishing this aim (McKinsey & Company, 2016).

The “anytime available performance model” was identified due to the belief of the surveyed people that it is necessary to be available anytime and anywhere if they work in a leadership position. Accordingly, the respondents also assume that a leadership role comes along with less time and dedication for personal and family life (McKinsey & Company, 2013). The author Cha claims that, overwork is an expected standard in numerous men dominated occupations, whereas this expectation is more difficult to meet for women as they devote more time to family demands than men do. Due to the prevalent expectation that women are mainly responsible for caregiving tasks, the management of both, family and career, might be difficult (Cha, 2013). Nevertheless, the idea of an “ideal worker” is someone who works long hours, is apparently

hard working, shows responsiveness to unexpected tasks, travels if necessary, and prioritizes work over life responsibilities (Kelly et al., 2010).

Furthermore, the results show that men and women agreed that it is more difficult for women than for men to pursue a top-level career and to have a family life with children at the same time (McKinsey & Company, 2013). One reason why it seems to be harder for women to achieve a top-level career can be explained with the fact that women still do more household work and child care than men and therefore are charged with a “double burden” (McKinsey & Company, 2016). Organizational arrangements like work at flexible times, which tend to support parents with combining their career with their personal life is perceived as unsuitable for the goal of a top-level career; rather these arrangements are seen as barriers for career progress (McKinsey & Company, 2013). In addition, a great proportion of men and women claim that options like working part-time, taking a sabbatical, or a leave-of-absence pace their career down. Likewise, the results of the study of 2016 showed clearly that both, men and women, have negative aspects in mind in connection to the occupation of a leadership position like a lack of work-life balance, less time for outside interests, or a negative effect on their partner or children (McKinsey & Company, 2016).

The other barrier identified by these studies is connected to leadership styles. Forty percent of women out of 1,400 respondents stated to have the feeling that their leadership style is not appropriate for top-level positions. Only 58% of women agreed that women’s leadership and communication styles are consistent with the existing model of effective leadership in the organization (McKinsey & Company, 2013). Finally, the results demonstrate that while 84% of women are certain to be able to lead as effectively as men in top management positions, only 43% of men strongly agreed to that (McKinsey & Company, 2016).

Given that the main aim of this study, as mentioned in the introduction, is to explore the effect of organizational culture on female leadership, it is important to concentrate on the elements, which can be influenced by an organization. It is not in the sphere of influence of an organization to affect how much household women do in their personal life. However, an organization is able to influence the working situation of leadership positions and thus the employee’s expectations of a career progress. Moreover, an organization could create an environment that rewards performance and results regardless whether employees are working part time or take a parental leave and thus not let special contracting affect the career progress negatively.

Similarly, in the study of 2016 is mentioned that an organization should establish a working system, which enables employees to pursue a top-level career and a work-life balance (McKinsey & Company, 2016).

This kind of change will help to combat the gender inequality within the organization as well as the possibilities for women to achieve career progress. To complement the advantages of work-life practices I want to shortly refer to a study of Beauregard and Henry in 2009, which elaborates a link between these practices and organizational performance. First, offering work-life practices gives organizations a competitive advantage in the recruitment process, as it creates the expectation of organizational support among job applicants, especially among those who are looking for support because of child care duties. Furthermore, offering work-life practices can be interpreted as the organizations concern for employees and might lead to more positive job-related behavior of employees like higher work effort. Finally, the conclusion of this study reveals that the work-life practices to provide work-life balance for employees, like flexible hours or telework do not require extensive resources and organizations claim them to be cost-neutral (Beauregard & Henry, 2009).

Last, due to the result that men are not convinced that women can lead as effectively as men, women will most likely experience difficulties in men dominated organizations to move into leadership positions.

A survey, conducted in 2017, about women in majority-male workplaces has shown that women in mostly men dominated workplaces have considerable different experiences than women in majority-female or in balanced gender environments. Women in men dominated workplaces claim to have difficulties to proceed at work because of their gender, they doubt to obtain fair treatment in personal matters, and they experience significant gender discrimination. The female respondents of this survey perceive to be treated unfairly within the recruitment and hiring process and even more women believe that women face unjust treatment when it comes to promotions and advancement. Additionally, 37% of women in mostly men workplaces stated to experience gender discrimination in a way that they were treated as being incompetent, while only one-in-five women in mostly female workplaces claimed to experience that. More experiences of gender discrimination stated by female surveyed were the obtainment of less support from senior managers than men and the denial of promotions (Parker, 2018).

Some further preliminary work on barriers to women's leadership was carried out in 2004 by Jakobsh. In the beginning, the author describes the existence of gender roles in a society, which are built on a conception that men are more powerful and superior whereas women are secondary and lacking in power and autonomy. These gender roles lead to the fact, that most leadership positions are held by men and supportive positions are in general occupied by women in order to maintain the prevalent power structure. In short, this paper claims that gender roles and male dominance are the main obstacles for women to achieve leadership

positions. Furthermore, a widely used concept called the “glass ceiling” is mentioned. This term is commonly used to refer to an invisible barrier that hinders women to get any promotion or career advancement, simply because of their gender. Several reasons for the existence of this glass ceiling are presented. First, occupational segregation represents an obstacle for women’s career progress. Generally, women are to a great extent occupied in positions, which do not provide the path to top management positions. A further major barrier is called the “old-boy network”. Men in this network have visited the same educational institution or have moved up the career ladder together. When it comes to promotions, men with decision rights tend to promote friends or colleagues of this “old-boy network”, without even considering women because they are not part of this group. Due to the fact that women traditionally have not established a significant power, they have not developed comparable networks. Similarly, women are often excluded from informal social gatherings, which are crucial in order to develop relationships and achieve career advancement. A commonly used example is golfing, as it is understood as a mostly male-only gathering and at the same time as an important instrument to establish business relationships. Moreover, women have to face gender stereotypes leading to false assumptions about women’s career and their leadership abilities. Frequently, women are claimed not to be self-confident or not aggressive enough in order to climb up the career ladder. Many women stated that they have to surpass continuously performance expectations and have to work harder than men in order to achieve a promotion (Jakobsh, 2004). Along with gender stereotypes, gender communication differences can present an obstacle for women. Women generally possess a communication style that is softer, warmer, and less directed. Such a communication style can influence the appraisal of women’s abilities negatively. In addition, women experience a different judgement of their abilities than men (Johns, 2013). Women’s abilities are judged more harshly than men’s, women are put to a higher level of competence and lastly female leaders are assessed more critically than male leaders (Carli, 2006).

Eventually, the lack of female role models and mentors constitutes a barrier for women’s career advancement. A female leader providing mentoring offers a junior position support and guidance and helps other female employees to develop and learn. Likewise, as in the study of 2018 mentioned in the beginning of this section, this paper states that organizations are under pressure to maintain their female talented employees. Women who pursue top management positions might leave the organization due to reluctance of continuously outperforming men and the lack of rewards (Jakobsh, 2004).

Contrary to the concept of the “glass ceiling” as elaborated before, McKinsey & Company describe the barriers of women’s advancement to leadership positions as a “leaky pipeline

stage by stage". Due to their research, there exists a pipeline on the way to the top positions within a company, which is leaking women at each transition point. In other words, women are underrepresented at all levels and are increasingly underrepresented as they climb up the career ladder. In Europe for example, it is five times less likely for women to get a position in executive committees than for men to become a CEO. The consequence of this leaky pipeline is the loss of possible talented leaders (McKinsey & Company, 2013).

To complete this chapter that elaborates the barriers hindering women to progress towards leadership positions, I want to briefly refer to a Harvard Business School case study by Rosabeth Moss Kanter and Jane Roessner, published in 2003. Deloitte, an American consulting firm, realized that only a small number of the candidates for partnership were female. They decided to hire and retain talented females aggressively. However, even after they have reached their goal to hire men and women almost in equal numbers and time passed for women to rise the career ladder, the amount of women for a partnership have not increased. Instead, they realized that they hired more and more women, whereas the retention of women was moving steadily downward. Cook, the CEO, was quite sure that the reason of women leaving was that they chose to give up a career in order to raise a family. Nevertheless, Deloitte established a task force to discover the exact reasons why women were leaving and subsequently find ways to change this trend. One of the first steps was to look at Deloitte's personnel data where they found out that women are leaving increasingly as they reach higher and higher levels. The research organization Catalyst, hired by Deloitte, interviewed women who had left. Over 70% of the women who had quit were still working full-time and fewer than 10% had no job because of raising a family, contrary to the CEO's believe. The report of the interviews discovered that women did not feel valued or that anybody will invest in them, they did not have mentors leading them, they did not see leadership positions for women and claimed Deloitte to be a lousy workplace for women. In addition, the interviewed women stated that women could only reach a leadership position if they devote the whole time to work and do not pursue partnership or family goals. The research organization identified in their report three main obstacles for women. First, the workplace at Deloitte was described as male dominated. The focus on male behavior, male habits of doing things, and more made women feel less valuable and important. Second, women in the company claimed to have less support and possibilities for career progress than men. On the one hand, women do not have role models that could provide coaching or counseling and on the other hand, they were not part of informal networking groups. The third, but least important, obstacle was the work-life balance as overwhelming work hours were standard at Deloitte. Eventually, after discussions of the findings in the task force, the company's partners realized that Deloitte probably needed to change (Kanter & Roessner, 2003).

2.3.3 Organizational Culture and Gender Diversity

In the following section I provide a short theoretical analysis of gender diversity and its connection to organizational culture.

First, I want to offer the reader an explanation why the concept of gender diversity should also be included briefly in this thesis. The main goal of this thesis is to study the effect of organizational culture on female leadership (in Austria). As I stated in the introductory part and in Chapter 2.1 women are underrepresented among leadership positions in workplaces around the world. Rutherford states that firms which do not have equality and diversity embedded in their organizational values, face the risk to lose talented women. Furthermore, the implementation of equality and diversity policies signals gender awareness to the employees. Knowing that an organization has gender concerns on the agenda can empower women. The concept of gender diversity refers to “acknowledging and valuing difference” (Rutherford, 2011). To finish my line of thought, I argue that organizations who pursue gender diversity have better requirements to establish an inclusive workplace which can lead in turn to a higher share of women in leadership positions. I suggest that organizations with strong commitment to gender diversity will gain greater knowledge and a better understanding and therefore can better support women to rise into higher ranks.

However, it is important to mention that gender diversity actions do not automatically lead to an inclusive workplace. As Rutherford mentioned, it is necessary to establish an organizational culture that values the outcome of diversity. In other words, an organizational culture which creates inclusiveness (Rutherford, 2011).

Other studies also link gender with organizational culture and emphasize the following aspects: Organizations often do not consider socio-demographic variables as relevant in relation to their performance. However, individuals from different social categories, such as gender, race, ethnicity, etc. have to work together in organizations and their social identities affect the interaction between them. It is possible that minority groups can be excluded when organizational processes and practices are designed in a way to support only the dominant group of people. One example to be mentioned is the arrangement of organizational events or further training sessions in the evening. In this case, the organizational practice might exclude women with children, and they probably miss opportunities to integrate in social networks or to gain access to career advancement possibilities (Otiya-Ebede et al., 2020).

Furthermore, as already mentioned in the introductory part, Rutherford (2001) also takes up the aspect of exclusion in her paper “Organizational Culture, Women Managers and Exclusion” and shows how organizational culture operates as an instrument of closure for women (Rutherford, 2001).

Additional previous research has documented that there is a linkage between organizational culture and gender equality and that organizational culture can cause inequalities.

Acker claims that, despite the common understanding of hierarchical organizations being mainly dominated by men, there is a lack of recognition of the importance of organizational structures and processes. The prevailing literature states that organizational culture involves organizational structure (Schein, 2010) and that organizational culture creates the framework for the design of organizational structure (Janicijevic, 2013). These structures are assumed to be gender neutral, which the author states not to be true. A thorough understanding of organizational processes and practices is required in order to explain gender inequality. Organizations can be identified as places where cultural perceptions of gender are developed and maintained. Organizational processes and pressures can carry elements of gender identity, possibly particular masculinity. One might argue that organizational structures are gender-neutral but individuals carry gendered attitudes and behavior into the organization and therefore men and women are influenced differently (Acker, 1990). However, Kanter highlights that organizational structure is the reason why women face adverse conditions. Because of the structural placement of women, they are not taken seriously in top management positions. In addition, gender needs to be considered when it comes to organizational roles with certain characteristic images which are often connected to masculine attributes (Kanter, 1995). Furthermore, Acker elaborates the issue of “gendered substructure” which she defines as follows:

“‘Gendered Substructure’ points to often-invisible processes in the ordinary lives of organizations in which gendered assumptions about women and men, femininity and masculinity, are embedded and reproduced, and gender inequalities perpetuated. The gendered substructure is created in the organizing processes in which inequalities are built into job design, wage determination, distribution of decision-making and supervisory power, the physical design of the workplace, and rules, both explicit and implicit, for behavior at work” (Acker, 2012, p. 215).

One of the most frequent inequalities, beside the wage gap are hierarchical positions. Organizational culture plays a significant role as it comprises gendered substructures as well as unconsciously beliefs about gender differences and gender equality or inequality, which can characterize apparent gender-neutral processes. Organizational culture can be seen as a reflection of particular attitudes, beliefs, values, behaviors, and images. In some instances, employees are convinced erroneously to work in an organization with existing equality. As a result of invisibility and non-recognition of prevailing inequality, structures and processes continue to produce inequality. The issue of gendered substructure is also influenced by

interactions on the job between colleagues. Inequality can be supported through interactions on the job which exclude women, in particular in organizations mainly dominated by men. In addition, the attempt to achieve gender equality can be impeded by sexuality within working relations. Sexuality, whether in form of harassment or jokes, clearly affirms gender differences. Ultimately, the author mentions the existing expectations of how employees in an organization should behave. These expectations refer to the arrival time at work, the amount of time the worker spend on breaks, the full attention to the required work, and certain working hours. The assumption that these expectations or the image of the ideal worker is gender neutral is wrong. The image of the ideal worker is much more likely to be compatible with men. In conclusion, processes and practices which are sustained by organizational culture and interactions on the job can constantly recreate gender inequalities (Acker, 2012).

To conclude this chapter, I would like to summarize that gender diversity is particularly important because policies related to gender diversity can create gender awareness and thus create favorable situations for organizations that are striving to have more female managers. I also highlighted that gender diversity and organizational culture are related.

2.3.4 Conceptualization of Organizational Culture

This section is particularly important as it represents a connection to the empirical method used in this thesis. It will outline the elements of organizational culture which I found through the literature analysis relevant for the aim of this study. The determined elements will be included in a survey which is part of the empirical analysis. At this point, I want to remind the reader of the the questions of this research stated in the Introduction part: First, how does organizational culture affect the share of women in leadership positions in Austria? Second, how does organizational culture affect the career advancement of women in Austria?

(1) Gender Awareness:

As already mentioned on page 32, Rutherford (2011) states that gender awareness and the knowledge that the organization copes with gender concerns can empower women (Rutherford, 2011). In addition, organizations that have gender awareness on their agenda anchor gender as an important topic in the workplace, which in turn influences the behavior of employees in the organization. This element intends to determine the extent to which the company is aware of women's issues and the extent to which there is a culture of equality (Rutherford, 2001).

(2) Management Style:

Previous literature about women in management demonstrated management style as a possible explanation for women having difficulties achieving career advancement. If certain leadership styles are valued more than others, then such an organizational culture can work as an instrument of exclusion for women, since women who do not practice these preferred leadership styles are disadvantaged (Rutherford, 2001). Hearn describes leadership as “theories and practices of men”. The theory of leadership and practice of leadership can be understood as developed by men. Traditionally, leadership styles include masculinity and masculinity is associated with leadership qualities, that women are believed to lack (Hearn, 1989). Furthermore, as already demonstrated on page 28, 40% of women surveyed in the study “Women matter. Reinventing the workplace to unlock the potential of gender diversity” believed that their leadership style is not appropriate for top-level positions (McKinsey & Company, 2013).

(3) Communication and Language:

Rutherford's case study (2001) revealed that 70% of women had the feeling that they were not listened to enough in meetings, while only 50% of men stated the same. In addition, the organizational language plays an important role when talking about the impact of organizational culture on women. Using sports or sexual language can exclude women

(Rutherford, 2001). In addition, women can be excluded from crucial conversations, which represent a deciding factor for career advancement into leadership positions (Hewlett et al., 2010).

(4) Long Hours Culture:

Various studies included a long hours culture as element of organizational culture. Since women are still primarily responsible for child care and household tasks, a long hours working culture puts more pressure on women. This element is about the degree of importance that employees work long hours in the organization. Is the focus more on the output and the why of the work or does the organization concentrate on employee's showing presence and availability? The expectation of working long hours in leadership positions can negatively affect women and their career advancement as they might have less time than men due to child care duties (Rutherford, 2001). Related to that, Mc Kinsey (2016) also identified the so-called "anytime performance model" as the main barrier for women advancing in their career path, as already described on page 27.

According to Alvesson and Willmott (2001, as cited in Ottosson & Rosengren, 2007) organizations can shape organizational culture in a way that long working hours illustrate "commitment and loyalty" to the firm and the co-workers. They claim that a company can create the suitable individual worker who is connected with masculine attributes by implying that long working days are defined as the masculine ideal and short working days are defined as feminine (Alvesson & Willmott, 2001, as cited in Ottosson & Rosengren, 2007).

Thus, Ottosson and Rosengren (2007) claim that working hours is a method to build "belonging and identity". If the organizational culture determines that working long hours is a symbol of dedication and responsibility for the organization, working long hours constitutes personal identity (Ottosson & Rosengren, 2007).

(5) Mentorship and Sponsorship:

As was stated on page 30, the lack of female role models and mentors constitutes a barrier for women's career advancement. A female leader as a mentor provides support and guidance for other women (Jakobsh, 2004). Furthermore, Hewlett et al. elaborated "the sponsor effect" and claim that promotion to high-level positions depend on sponsorship which women often lack. According to the authors, sponsorship provides women an exceptional opportunity to overcome inequalities caused by gender. They clearly distinguish between the role as mentor and sponsor: Generally, mentoring describes the support of a more experienced colleague who can be seen as a role model and close confidant. People with a mentor achieve more promotions, a higher pay and higher career satisfaction. While a mentor helps you to envisage

the next position in the career ladder, the sponsor will actively open up the possibilities to enter this position. Sponsors basically give career advice in the same way as mentors. However, unlike mentors, sponsors have an additional influence: namely to make one visible in the sphere of leaders and to open doors for career advancement (Hewlett et al., 2010).

(6) Flexible Working Policy:

On the one hand, one can argue that flexible working policies influence women's career advancement and also their being as leaders positively in that way that women can combine work and their child care and household activities more easily. Thus, flexible working policies should facilitate women to handle their "double burden", if necessary. However, previous studies indicate that often flexible working policies are not put in place effectively to support women but rather have negative effects on careers.

As previously elaborated on page 28, a study of McKinsey revealed that organizational arrangements like work at flexible times, which tend to support parents with combining their career with their personal life is perceived as unsuitable for the goal of a top-level career; rather these arrangements are seen as barriers for career progress (McKinsey & Company, 2013). In addition, a great proportion of men and women claim that options like working part-time, taking a sabbatical, or a leave-of-absence pace their career down (McKinsey & Company, 2016). In addition, Williams et al. show that (2013, as cited in Chung & van der Lippe, 2018) that flexible working, due to family reasons can affect the career negatively as workers who decide for flexible working for family reasons, fail to comply with the ideal worker expectation. Further, Chung (2018) shows that particularly women have suffered negative consequences, due to flexible work and that they are more likely to agree that the possibility to get promoted is lower when taking flexible working options. This can be mainly explained by the fact that women tend to choose flexible work options which entail a reduction in working hours, such as part time to name an example (Chung, 2018).

(7) Informal Networks:

When studying organizational culture and its impact on women informal networks and their creation of exclusion is a crucial factor. This element aims to investigate in which ways informal networking and socializing is used to advance careers. Exclusion from informal networking events can have a severe impact on career advancement possibilities. Especially women might face exclusion from informal networks as they spend more time with child care and household duties than men. Therefore, informal socializing and networks may present an instrument of exclusion for women and a barrier for their career advancement (Rutherford, 2001). As outlined previously on page 30, Jakobsh (2004) elaborates the same topic when defining the "old-boy network" as major barrier. Women are not part of this networks which are

crucial for career decisions. Also do women have not developed comparable networks. Similarly, the author claims that women are often excluded from informal social gatherings (Jakobsh, 2004).

(8) Performance Expectation:

Ragins et al. conducted a survey of 1,251 women who occupied leadership positions to identify the actions which helped them to navigate through any barriers into leadership positions. The female leaders had to rate 13 career strategies according to the importance to their personal career advancement. "Consistently exceed performance expectation" was the top-rated strategy of the surveyed female executives. They claimed that they had to over-perform frequently and needed to prove their capability. In order to demonstrate superior performance, they worked harder than their colleagues and acquired specific knowledge (Ragins et al., 1998). This matches the results from the study conducted by JUMP & Leverage HR (2018) which shows that 45% of women believe that they require more qualifications than men in order to achieve promotions as described on page 27.

Therefore, to answer the questions raised in this research, I will focus on the above mentioned eight dimensions of organizational culture, which are correlated with the share of women in leadership positions as well as their career advancement. The elements are summarized in the table below. The list of these elements does not represent a weighting or ranking of importance. Rather, the simultaneous consideration of all these factors with their respective impacts on women are important:

Organizational Culture Element	What to find out
<i>(1) Gender awareness</i>	Is gender awareness anchored in the agenda of the organization?
<i>(2) Management style</i>	Is there a devaluation of female leadership styles? Do women face barriers because of their leadership style?
<i>(3) Communication and language</i>	Are women listened to in meetings in the same way as men? Are women excluded due to the use of sports or sexual language?
<i>(4) Long hours culture</i>	Does the organization expect individuals in leadership positions to work long hours? Does the organization emphasize output and the why of the work or rather concentrate on employee's showing presence and availability? Does the organization determine that working long hours is a symbol of dedication and commitment to the organization? Is it considered feminine to not work long hours?
<i>(5) Mentorship and sponsorship</i>	Does the organization provide any mentorship or sponsorship to support women to achieve career advancement?
<i>(6) Flexible working policy</i>	Are flexible working options like working part-time, taking a sabbatical or a leave-of-absence barriers for career advancement?
<i>(7) Informal networks</i>	Do informal networks and informal socializing present a barrier for women's career advancement within the organization?
<i>(8) Performance expectation</i>	Do female leaders need to over-perform their male counterparts? Do female leaders need to prove their ability more than their male counterparts?

Table 3: Elements of organizational culture

This table is only intended to provide a summary of the theoretical input on page 35-38 for the reader. The questions for the survey are presented in Appendix 7.1.

2.4 Hypotheses

Before stating the hypotheses, I want to remind the reader of the questions of this research stated in the introduction part: First, how does organizational culture affect the share of women in leadership positions in Austria? Second, how does organizational culture affect the career advancement of women in Austria?

Based on the academic research I defined the first research hypothesis with the predefined elements (please refer to Chapter 2.3.4) in an organizational culture affecting the share of women in leadership positions.

Hypothesis 1:

H₁₀: Organizational culture as declared through (1) gender awareness, (2) management style, (3) communication and language, (4) long hours culture, (5) mentorship and sponsorship, (6) flexible working policy, (7) informal networks, and (8) performance expectation does not affect the share of women in leadership positions.

H_{1A}: Organizational culture as declared through (1) gender awareness, (2) management style, (3) communication and language, (4) long hours culture, (5) mentorship and sponsorship, (6) flexible working policy, (7) informal networks, and (8) performance expectation affects the share of women in leadership positions.

As explained in the previous theoretical analysis, organizational culture has a significant influence on the career advancement of women. Therefore, the following hypothesis is defined in order to answer the second research question:

Hypothesis 2:

H₂₀: There is not a relationship between organizational culture and career advancement.

H_{2A}: There is a relationship between organizational culture and career advancement.

3 Empirical Analysis

3.1 Research Method

First, the focus is on data collection to accumulate information about the share of women in leadership positions in Austrian companies. The companies on the prime market of the Vienna Stock Exchange were used as the basis for the analysis. The companies on the prime market of the Vienna Stock Exchange were used because listed companies are obligated to publish corporate governance reports which usually contain information about the share of women in leadership positions. In short, it is believed that these companies offer the most information on the internet to the respective topic. Please refer to Chapter 3.2 to find the data collection.

The aim of the empirical study is to examine the organizational culture of the selected firms and further their impact on the share of women in leadership positions and their career advancement. Before doing this research, it is important to define the concept of operationalization of organizational culture and determine clear variables and indicators of the organizational culture, which can contribute to or hinder women getting leadership positions or their career advancement. The conceptualization of organizational culture with the relevant elements for this study can be seen in Chapter 2.3.4.

The assessment of the organizational culture will be carried out through online questionnaires of employees in the selected firms (Appendix 7.1).

In order to answer the research questions on empirical level quantitative research methods will be applied. After the survey is completed, the first hypothesis will be tested through a multiple linear regression analysis to explore the influence of the predefined elements of organizational culture on the share of women in leadership positions. The share of women in leadership positions will be retrieved from the data collection (please refer to Chapter 3.2). In the end I decided to exclude the data collected with the questionnaire of the companies where the necessary information in the data collection part was not available from the data analysis. The second hypothesis will be tested through a correlation analysis to measure the relationship between organizational culture and career advancement.

Finally, the results of the individual analyzes are brought together and summarized in a conclusion. Similarly, to other research papers, this study will also have some weaknesses. The limitations will be explained in Chapter 3.4.

3.2 Data Collection

To collect the required data, the list of companies on the prime market of the Vienna Stock Exchange was used. The companies can be retrieved from this webpage: <https://www.wienerbourse.at/>. Various reports, such as corporate governance reports, sustainability reports, etc. on the respective homepages, were researched from these companies and the proportion of women on the management board, supervisory board and, if available, the total share of women in management positions was determined. The data was collected in the period of May until the end of July 2021. It is important to note that these data only represent the moment of data collection from May to July. The numbers may have changed over time.

Note: If the total proportion of women in management positions was not given, the proportion of women in management positions at other levels (other than management board and supervisory board) was used. I would also like to point out that I collected the data with the greatest possible care, but I cannot rule out that some data was misinterpreted. In addition, the corresponding data could not be found for all companies - these were marked with "not available". In this case, the respondents of the survey were asked to estimate the share of women in leadership positions in their organization (please refer to question 4.1 from the survey in Appendix 7.1). However, it was decided to exclude this data for the final data analysis as they only present a subjective estimate and no objective data. Only the answers of the 30 companies, where the data is available, were included in the final data analysis part.

Finally, for the empirical analysis, only the total share of women in leadership positions was used (please refer to Table 4). The other data (share of women in management board und supervisory board) is for overall illustration only.

	Company	Share of women in percentage of total positions		
		Management board	Supervisory board	Total leadership positions
1	Addiko Bank AG	0%	33%	20%
2	AGRANA Beteiligungs-AG	0%	13%	26%
3	AMAG Austria Metall AG	0%	13%	10%
4	Andritz AG	0%	22%	not available
5	AT&S Austria Technologie & Systemtechnik Aktiengesellschaft	33%	25%	not available
6	BAWAG Group AG	0%	17%	33%
7	CA Immobilien Anlagen AG	0%	33%	32%
8	DO & CO Aktiengesellschaft	0%	25%	40%
9	Erste Group Bank AG	14%	39%	44%
10	EVN AG	0%	33%	12%
11	FACC AG	0%	40%	not available
12	Flughafen Wien AG	0%	19%	17%
13	Frequentis AG	0%	33%	not available
14	Immofinanz AG	0%	20%	28%
15	Kapsch TrafficCom AG	0%	25%	25%
16	Lenzing AG	0%	20%	not available
17	Marinomed Biotech AG	33%	40%	40%
18	Mayr-Melnhof Karton AG	0%	0%	not available
19	OMV AG	17%	36%	21%
20	Österreichische Post AG	0%	42%	26%
21	Palfinger AG	0%	30%	14%
22	Polytec Holding AG	0%	20%	9%
23	Porr AG	0%	17%	13%
24	Raiffeisen Bank International AG	0%	28%	37%
25	Rosenbauer International AG	0%	0%	11%
26	S Immo AG	0%	50%	43%
27	Schoeller-Bleckmann Oilfield Equipment AG	0%	40%	not available
28	Semperit AG Holding	33%	36%	11%
29	STRABAG SE	0%	18%	9%
30	Telekom Austria AG	0%	27%	36%
31	UBM Development AG	0%	33%	not available
32	Uniq Insurance Group AG	0%	33%	31%
33	VERBUND AG	0%	47%	9%
34	Vienna Insurance Group AG Wiener Versicherung Gruppe	25%	42%	46%
35	voestalpine AG	0%	33%	14%
36	Warimpex Finanz- und Beteiligungs AG	0%	0%	38%
37	Wienerberger AG	25%	30%	13%
38	Zumtobel Group AG	0%	33%	7%

Table 4: Own data collection: Companies on the Vienna prime market

3.3 Survey

In order to assess the predefined elements of organizational culture within the targeted companies, a survey was created (Appendix 7.1). The survey was created with SoSci Survey and was available to fill out online from September 1st, 2021, until December 10th, 2021. The link and a short statement about the research (as can be seen on page 56) have been distributed through various channels: WhatsApp, LinkedIn, personal contacts of the author and via e-mail. In order to avoid bias and not to disclose the entire subject of the study, the short statement only included that the purpose of the study was to assess the organizational culture of various companies in Austria.

Since organizational culture can be defined as a jointly shared understanding and perspective of the organization created by different individuals (see page 20) it is important to interview both, female and male employees. In addition, Weissenrieder et al. (2012) stated:

“A survey only addressed to women could bear the risk of losing essential information along the way.” (Weissenrieder et al., 2012, p. 380).

In the questionnaire, statements to assess the predefined elements of organizational culture in Chapter 2.2.3 were phrased for respondents to rate the level of agreement or disagreement. For the rating of the statements a seven-point Likert scale was used. The seven ratings were coded, where 1 was "Strongly Disagree" and 7 was "Strongly Agree". A higher rating would, therefore, be expected to associate with a supportive/inclusive workplace for women and thus with an organization which represent a high share of women in leadership positions.

3.4 Limitations

Due to the fact that organizational culture is a difficult measurable concept room for interpretation might arise and the chosen evaluation method will influence the results. Despite the various theories and literature about organizational culture from several disciplines, the concept of organizational culture remains controversial. Inconsistent definitions, lack of clarity, and discussions about the most adequate methods for the assessment of organizational culture represent the complexity of this topic.

Through the assessment of organizational culture in this paper, no differences of different sectors or industries were taken into consideration. Referring to the Deal and Kennedy model, the external environment is the main influencing factor on organizational culture. One might argue that a separate assessment of the organizational culture of companies in the same industries would be reasonable. This could be incorporated for future research purposes.

Additionally, the empirical research in this thesis only includes data from companies on the prime market of the Vienna Stock Exchange in Austria. Companies, which are listed on the stock exchange market, have other legal obligations which might also have an influence on their organizational culture. Future research could consider a larger company selection and also analyze differences between company size, company form, and their organizational culture.

Moreover, through the survey of employees in Austrian companies within this research only subjective opinions and perceptions will be reflected. In addition, the applied research method using questionnaires could be criticized. It is claimed that survey tools are not appropriate for the assessment of culture as Druckman et al. state that surveys “measure the dimensions of culture determined in advance by the researcher, thus potentially missing or distorting the actual dimensions of cultures existing a priori in the organization itself” (Druckman et al., 1997, p. 72). Subsequently, we should consider the possibility of selection effects. The sample of the respondents is not random. Many respondents have been contacted via personal networks and LinkedIn. Selection effects or selection bias refers to a bias in the sample because a non-random sample leads to an unequal representation of the members of the population.

Ultimately, this research may exclude and not consider other factors, which influence the possibility for women being in management positions and women’s career advancement. Previous studies indicate that personal characteristics of women also have an influence on their career path and the likelihood that they will take up leadership positions. Further, it can be argued that it is unreasonable to solely analyze organizational culture and its influence on the share of women in leadership positions as Rutherford claims: “Organizations do not operate in a fishbowl but are part of a wider social system” (Rutherford, 2011, p. 5). Hence, one might claim, that national culture or other aspects should also be included in the analysis. However, this thesis concentrates solely on the influence of organizational culture.

3.5 Results

The data was cleaned and analyzed with the computer software IBM SPSS 27. Various descriptive analyses were performed. To test for potential group differences independent sample t-test or an analysis of variance (ANOVA) was run. In case multiple items were combined to one scale, a reliability analysis was executed. To provide initial for potential effect between variables a regression analysis was performed. All model assumptions (i.e. linearity, normality, homoscedasticity, and independence) were checked prior to analysis.

Demographic Description:

In the end of the sampling period the sample consisted of 439 participants. 109 participants did not provide full response and were excluded. For the analysis of the data, it was decided to only include the respondents' data from the companies where an objective value of the share of women in leadership positions was available, which was collected within the own data collection (please refer to page 43 to see the data collection). A further 138 responses, which only present a subjective estimate of the share of women in leadership positions, were, therefore, excluded. The final sample included 192 respondents ($n = 86$ male, $n = 102$ female, $n = 4$ other). Age ranged from 20 to 89 years ($M = 39.77$, $SD = 9.98$). 1% stated that they held a top management position, 34.9% a management position, 60.9% worked on an operational level, and the remainder of 3.1% did not provide an answer. On average the respondents worked for 9.98 ($SD = 9.46$) years at their company.

3.5.1 Descriptive Results

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	86	44.8	45.7	45.7
	Female	102	53.1	54.3	100.0
	Total	188	97.9	100.0	
Missing	Other / I don't want to say	4	2.1		
Total		192	100.0		

Table 5: Frequency: Gender

Management Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Top Management (management board, supervisory board)	2	1.0	1.1	1.1
	Management Level (positions with leadership responsibility)	67	34.9	36.0	37.1
	Operative Level (positions without leadership responsibility)	117	60.9	62.9	100.0
	Total	186	96.9	100.0	
Missing	I don't want to say	6	3.1		
Total		192	100.0		

Table 6: Frequency: Management level

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Age: [01]	192	20	89	39.77	11.369
Number of years in company: [01]	192	.00	40.00	9.9888	9.46044
Valid N (listwise)	192				

Table 7: Descriptive Statistics: Age and Number of years in company

Industry

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Finance	60	31.3	31.3	31.3
	Consumer goods	19	9.9	9.9	41.1
	Industrial goods & services	38	19.8	19.8	60.9
	Supplier	34	17.7	17.7	78.6
	Basic industry	31	16.1	16.1	94.8
	Health care	2	1.0	1.0	95.8
	Production engineering & machinery	3	1.6	1.6	97.4
	Technology & telecom	5	2.6	2.6	100.0
	Total	192	100.0	100.0	

Table 8: Frequency: Industry

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
CS: Women in leadership positions have a positive effect on the company's success.	188	1	7	5.76	1.314
Valid N (listwise)	188				

*Table 9: Corporate Success: All respondents***Descriptive Statistics^a**

	N	Minimum	Maximum	Mean	Std. Deviation
CS: Women in leadership positions have a positive effect on the company's success.	84	1	7	5.24	1.304
Valid N (listwise)	84				

a. Gender = Male

*Table 10: Corporate Success: Male respondents***Descriptive Statistics^a**

	N	Minimum	Maximum	Mean	Std. Deviation
CS: Women in leadership positions have a positive effect on the company's success.	101	2	7	6.22	1.064
Valid N (listwise)	101				

a. Gender = Female

*Table 11: Corporate success: Female respondents***Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
CA_Combined	188	1.00	7.00	4.6330	1.51494
Valid N (listwise)	188				

*Table 12: Career advancement combined: All respondents***Descriptive Statistics^a**

	N	Minimum	Maximum	Mean	Std. Deviation
CA_Combined	84	1.00	7.00	4.7262	1.45081
Valid N (listwise)	84				

a. Gender = Male

Table 13: Career advancement combined: Male respondents

Descriptive Statistics^a

	N	Minimum	Maximum	Mean	Std. Deviation
CA_Combined	101	1.00	7.00	4.6040	1.53349
Valid N (listwise)	101				

a. Gender = Female

Table 14: Career advancement combined: Female respondents

Different Elements of Organizational Culture:***Descriptive Statistics***

	N	Minimum	Maximum	Mean	Std. Deviation
Organizational culture: Gender diversity is integrated in the fundamental elements of our organization.	192	1	7	4.94	1.615
Organizational culture: Female leadership styles are recognized and valued equally as male leadership styles.	192	1	7	4.76	1.772
Organizational culture: Men and women are heard equally in meetings.	192	1	7	5.33	1.631
Organizational culture: Sexual language is often used in our organization.	191	1.00	7.00	5.2827	1.64594
Organizational culture: Sport is often part of workplace communications.	192	1.00	7.00	4.4271	1.58359
OC_Long_hours_culture	192	1.00	7.00	3.8177	1.48123
Organizational culture: Our organization offers specific mentoring and coaching programs for women that focus on broadening networks, increasing visibility, and further developing leadership skills.	192	1	7	4.47	1.889
OC_Flexible_working_poli cy	192	1.00	7.00	4.1641	1.52738

Organizational culture: Informal networks and socializing are crucial factors deciding career advancement.	192	1.00	6.00	3.1042	1.46498
Organizational culture: Women have to present more performance than men in order to achieve career advancement.	192	1.00	7.00	4.0990	1.92139
Valid N (listwise)	191				

Table 15: Descriptive Statistics: Different elements of organizational culture

Gender Comparison:

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Organizational culture: Gender diversity is integrated in the fundamental elements of our organization.	Male	86	5.14	1.465	.158
	Female	102	4.76	1.678	.166
Organizational culture: Female leadership styles are recognized and valued equally as male leadership styles.	Male	86	5.17	1.603	.173
	Female	102	4.39	1.808	.179
Organizational culture: Men and women are heard equally in meetings.	Male	86	5.80	1.370	.148
	Female	102	4.93	1.690	.167
Organizational culture: Sexual language is often used in our organization.	Male	86	5.4651	1.56203	.16844
	Female	101	5.2178	1.62852	.16204
Organizational culture: Sport is often part of workplace communications.	Male	86	4.3605	1.49440	.16115
	Female	102	4.5000	1.60907	.15932

Organizational culture:	Male	86	4.84	1.593	.172
Our organization offers specific mentoring and coaching programs for women that focus on broadening networks, increasing visibility, and further developing leadership skills.	Female	102	4.18	2.056	.204
Organizational culture:	Male	86	3.1977	1.53255	.16526
Informal networks and socializing are crucial factors deciding career advancement.	Female	102	3.0588	1.39180	.13781
Organizational culture:	Male	86	5.1395	1.62454	.17518
Women have to present more performance than men in order to achieve career advancement.	Female	102	3.2745	1.71860	.17017
OC_Long_hours_culture	Male	86	3.9884	1.41093	.15214
	Female	102	3.6797	1.46460	.14502
OC_Flexible_working_policy	Male	86	4.2442	1.42198	.15334
	Female	102	4.1275	1.55698	.15416
OC_Combined	Male	86	4.5823	.76710	.08272
	Female	102	4.1228	.98372	.09740
CA_Combined	Male	84	4.7262	1.45081	.15830
	Female	101	4.6040	1.53349	.15259

Table 16: Group Statistics: Elements of organizational culture by Gender

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2- tailed)	Mean Differe nce	Std. Error Differe nce	95% Confidence Interval of the Difference	
									Lower	Upper
Organiza tional culture: Gender	Equal variance s assumed	4.332	.039	1.616	186	.108	.375	.232	-.083	.832

diversity is integrated in the fundamental elements of our organization.	Equal variance s not assumed			1.635	185.765	.104	.375	.229	-.077	.827
Organizational culture: Female leadership styles are recognized and valued equally as male leadership styles.	Equal variance s assumed	5.556	.019	3.111	186	.002	.782	.251	.286	1.278
Organizational culture: Men and women are heard equally in meetings.	Equal variance s not assumed			3.143	185.520	.002	.782	.249	.291	1.273
Organizational culture: Sexual language is often used in our organization.	Equal variance s assumed	4.264	.040	3.833	186	.000	.871	.227	.423	1.319
Organizational culture: Sexual language is often used in our organization.	Equal variance s not assumed			3.901	185.734	.000	.871	.223	.431	1.311
Organizational culture: Sexual language is often used in our organization.	Equal variance s assumed	.769	.382	1.054	185	.293	.24729	.23452	-	.70997
Organizational culture: Sexual language is often used in our organization.	Equal variance s not assumed			1.058	182.367	.291	.24729	.23373	-	.70846

Organizational culture: Sport is often part of workplace communications.	Equal variance assumed	.253	.616	-.612	186	.541	-	.22804	-	.31035
							.13953		.58942	
	Equal variance assumed			-.616	184.239	.539	-	.22661	-	.30755
							.13953		.58662	
Organizational culture: Our organization offers specific mentoring and coaching programs for women that focus on broadening networks, increasing visibility, and further developing leadership skills.	Equal variance assumed	16.124	.000	2.428	186	.016	.661	.272	.124	1.198
	Equal variance assumed			2.481	184.748	.014	.661	.266	.135	1.186
Organizational culture: Informal	Equal variance assumed	1.426	.234	.651	186	.516	.13885	.21342	-	.55988
									.28218	

networks and socializing are crucial factors deciding career advancement.	Equal variance s not assumed	.645	173.650	.520	.13885	.21518	-	.56355
							.28585	
Organizational culture: Women have to present more performance than men in order to achieve career advancement.	Equal variance s assumed	.105	.747	7.600	186	.000	1.86503	.24540
							1.38090	2.34915
	Equal variance s not assumed			7.637	183.553	.000	1.86503	.24422
							1.38318	2.34687
OC_Long_hrs_culture	Equal variance s assumed	.741	.390	1.464	186	.145	.30863	.21086
								-
	Equal variance s not assumed			1.468	182.697	.144	.30863	.21018
								-
OC_Flexible_working_policy	Equal variance s assumed	1.252	.265	.533	186	.595	.11674	.21913
								-
	Equal variance s not assumed			.537	184.790	.592	.11674	.21744
								-

OC_Com bined	Equal variance s assumed	7.386	.007	3.522	186	.001	.45949	.13048	.20208	.71690
	Equal variance s not assumed			3.596	184. 925	.000	.45949	.12779	.20738	.71160
CA_Com bined	Equal variance s assumed	.769	.382	.553	183	.581	.12223	.22099	- .31379	.55825
	Equal variance s not assumed			.556	179. 951	.579	.12223	.21987	- .31162	.55608

Table 17: Independent Samples Test: Elements of organizational culture: Comparison of gender

3.5.2 Hypotheses Testing

Hypothesis 1:

H₁₀: Organizational culture as declared through (1) gender awareness, (2) management style, (3) communication and language, (4) long hours culture, (5) mentorship and sponsorship, (6) flexible working policy, (7) informal networks, and (8) performance expectation does not affect the share of women in leadership positions.

H_{1A}: Organizational culture as declared through (1) gender awareness, (2) management style, (3) communication and language, (4) long hours culture, (5) mentorship and sponsorship, (6) flexible working policy, (7) informal network,s and (8) performance expectation affects the share of women in leadership positions.

To test the first hypothesis a multiple regression was performed.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.308 ^a	.095	.045	11.70422

a. Predictors: (Constant), OC_Flexible_working_policy, Organizational culture: Sport is often part of workplace communications., Organizational culture: Sexual language is often used in our organization., Organizational culture: Our organization offers specific mentoring and coaching programs for women that focus on broadening networks, increasing visibility, and further developing leadership skills., Organizational culture: Women have to present more performance than men in order to achieve career advancement., Organizational culture: Informal networks and socializing are crucial factors deciding career advancement., Organizational culture: Gender diversity is integrated in the fundamental elements of our organization., OC_Long_hours_culture, Organizational culture: Men and women are heard equally in meetings., Organizational culture: Female leadership styles are recognized and valued equally as male leadership styles.

Table 18: Regression model summary

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2592.375	10	259.237	1.892	.049 ^b
	Residual	24657.971	180	136.989		
	Total	27250.346	190			

a. Dependent Variable: (Objective) Share of women in leadership positions: ... %

b. Predictors: (Constant), OC_Flexible_working_policy, Organizational culture: Sport is often part of workplace communications., Organizational culture: Sexual language is often used in our organization., Organizational culture: Our organization offers specific mentoring and coaching programs for women that focus on broadening networks, increasing visibility, and further developing leadership skills., Organizational culture: Women have to present more performance than men in order to achieve career advancement., Organizational culture: Informal networks and socializing are crucial factors deciding career advancement., Organizational culture: Gender diversity is integrated in the fundamental elements of our organization., OC_Long_hours_culture, Organizational culture: Men and women are heard equally in meetings., Organizational culture: Female leadership styles are recognized and valued equally as male leadership styles.

Table 19: Regression ANOVA

Coefficients^a

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	15.171	5.021		3.021	.003
	Organizational culture: Gender diversity is integrated in the fundamental elements of our organization.	-.122	.747	-.016	-.163	.871
	Organizational culture: Female leadership styles are recognized and valued equally as male leadership styles.	1.152	.825	.171	1.397	.164
	Organizational culture: Men and women are heard equally in meetings.	1.750	.852	.236	2.054	.041
	Organizational culture: Sexual language is often used in our organization.	-.170	.565	-.023	-.301	.764
	Organizational culture: Sport is often part of workplace communications.	.557	.563	.074	.989	.324

Organizational culture: Our organization offers specific mentoring and coaching programs for women that focus on broadening networks, increasing visibility, and further developing leadership skills.	-.724	.510	-.114	-1.418	.158
Organizational culture: Informal networks and socializing are crucial factors deciding career advancement.	-.261	.701	-.032	-.373	.710
Organizational culture: Women have to present more performance than men in order to achieve career advancement.	-.038	.580	-.006	-.065	.948
OC_Long_hours_cultur e	-.631	.697	-.078	-.906	.366
OC_Flexible_working_p olicy	-.417	.678	-.053	-.615	.539

a. Dependent Variable: (Objective) Share of women in leadership positions: ... %

Table 20: Regression coefficients

Interpretation: The regression model was significant ($F(10,190) = 44.60$, $p = .49$, $R^2 = .05$). Furthermore, the analysis provided evidence that the predictor men and women are heard equally in meetings had a significant direct effect on share of women in leadership positions ($\beta = .24$, $t(190) = 2.05$, $p = .04$). All other predictors were non-significant. Therefore, the null hypothesis cannot be rejected as only one element showed a significant result.

Hypothesis 2:

H₂0: There is not a relationship between organizational culture and career advancement.

H₂A: There is a relationship between organizational culture and career advancement.

Correlations

		OC_Combined	CA_Combined
OC_Combined	Pearson Correlation	1	.457**
	Sig. (2-tailed)		.000
	N	192	188
CA_Combined	Pearson Correlation	.457**	1
	Sig. (2-tailed)	.000	
	N	188	188

** . Correlation is significant at the 0.01 level (2-tailed).

Table 21: Correlation analysis

To test whether there exists a relationship between organizational culture and career advancement, a Pearson correlation was calculated. Results indicated a moderate relationship between these variables ($r = .46$). Therefore, the null hypothesis can be rejected as there is a significant relationship between organizational culture and career advancement.

Due to the relationship between organizational culture and career advancement, found in the results, I wanted to further test which elements of organizational culture are influencing career advancement with a regression analysis of all elements of organizational culture.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.577 ^a	.333	.296	1.27150

a. Predictors: (Constant), OC_Flexible_working_policy, Organizational culture: Sexual language is often used in our organization., Organizational culture: Sport is often part of workplace communications., Organizational culture: Our organization offers specific mentoring and coaching programs for women that focus on broadening networks, increasing visibility, and further developing leadership skills., Organizational culture: Women have to present more performance than men in order to achieve career advancement., Organizational culture: Informal networks and socializing are crucial factors deciding career advancement., OC_Long_hours_culture, Organizational culture: Gender diversity is integrated in the fundamental elements of our organization., Organizational culture: Men and women are heard equally in meetings., Organizational culture: Female leadership styles are recognized and valued equally as male leadership styles.

Table 22: Regression model summary

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	143.016	10	14.302	8.846	.000 ^b
	Residual	286.159	177	1.617		
	Total	429.176	187			

a. Dependent Variable: CA_Combined

b. Predictors: (Constant), OC_Flexible_working_policy, Organizational culture: Sexual language is often used in our organization., Organizational culture: Sport is often part of workplace communications., Organizational culture: Our organization offers specific mentoring and coaching programs for women that focus on broadening networks, increasing visibility, and further developing leadership skills., Organizational culture: Women have to present more performance than men in order to achieve career advancement., Organizational culture: Informal networks and socializing are crucial factors deciding career advancement., OC_Long_hours_culture, Organizational culture: Gender diversity is integrated in the fundamental elements of our organization., Organizational culture: Men and women are heard equally in meetings., Organizational culture: Female leadership styles are recognized and valued equally as male leadership styles.

Table 23: Regression ANOVA

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.188	.556		3.932	.000
	Organizational culture: Gender diversity is integrated in the fundamental elements of our organization.	.152	.082	.162	1.843	.067
	Organizational culture: Female leadership styles are recognized and valued equally as male leadership styles.	.148	.093	.173	1.589	.114
	Organizational culture: Men and women are heard equally in meetings.	-.001	.094	-.001	-.014	.989

Organizational culture: Sexual language is often used in our organization.	.041	.062	.044	.664	.508
Organizational culture: Sport is often part of workplace communications.	-.158	.062	-.164	-2.558	.011
Organizational culture: Our organization offers specific mentoring and coaching programs for women that focus on broadening networks, increasing visibility, and further developing leadership skills.	.176	.056	.219	3.152	.002
Organizational culture: Informal networks and socializing are crucial factors deciding career advancement.	.037	.077	.035	.476	.635
Organizational culture: Women have to present more performance than men in order to achieve career advancement.	-.033	.064	-.042	-.515	.607
OC_Long_hours_cultur e	-.004	.077	-.003	-.047	.963
OC_Flexible_working_ policy	.178	.075	.179	2.362	.019

a. Dependent Variable: CA_Combined

Table 24: Regression coefficients

Interpretation: The regression model was significant ($F(10,187) = 8.46$, $p = .00$, $R^2 = .30$). Furthermore, the analysis provided evidence that, flexible working policy ($\beta = .18$, $t(187) = 2.36$, $p = .01$) and mentoring and coaching ($\beta = .22$, $t(187) = 3.15$, $p = .00$) had a positive effect. On the contrary, sport as workplace communication, had a negative effect on career advancement ($\beta = -.16$, $t(187) = -2.56$, $p = .00$). All other predictors were non-significant.

4 Discussion of the Results

Hypothesis 1:

With my research I wanted to find out whether or which elements of organizational culture have an effect on the share of women in leadership positions. Through the literature analysis, I defined eight elements of organizational culture in advance and incorporated them into the data analysis. The testing of the first hypothesis revealed no significant effect of the predefined elements of organizational culture, with the exception of the predictor “Men and women are heard equally in meetings”, which is a part of the predefined element of organizational culture “Communication and language”. Therefore, the null hypothesis could not be rejected. Apparently, whether women and men are heard equally in meetings is, as indicated by the literature (please refer to page 35-36), a decisive factor of organizational culture affecting the share of women in leadership positions. According to the case study conducted by Rutherford, 70% of women had the feeling that they were not listened to enough in meetings, while only 50% of men stated the same (Rutherford, 2001). When looking at Table 16, it is seen that the mean regarding the element of organizational culture men and women are heard equally in meetings is higher for male respondents ($M = 5.80$, $SD = 1.37$) than for female respondents ($M = 4.93$, $SD = 1.69$). Hence, it is apparent that the data supports the literature analysis and men tend to agree more than women with the statement „Men and women are heard equally in meetings“. Furthermore, Table 17, which represents the Independent Samples Test reveals a significant difference between men and women regarding this element of organizational culture mentioned before ($t(185.) = 3.90$, $p < .001$). However, all other elements of organizational culture which the literature analysis revealed to be influential on the share of women in leadership positions could not be proven as significant with this data set. Therefore, the question arises whether other elements of organizational culture are decisive for the share of women in leadership positions or whether the whole concept of organizational culture has no significant influence at all on the share of women in leadership positions, as opposed to what the literature states. Undoubtedly, the limitations of this research have to be taken into account (please refer to page 45 to see the limitations).

Hypothesis 2:

The second hypothesis aimed to test if there is a relationship between organizational culture and career advancement as the literature analysis indicated. The testing of the second hypothesis revealed that there is a moderate relationship between organizational culture and career advancement. Therefore, the null hypothesis could be rejected. This supports the literature theories and studies claiming that organizational culture has an impact on career

progress. As in the literature part mentioned, organizational culture can either be supportive for women to achieve career advancement or create barriers. If one assumes that organizational culture is rather a barrier for women, then the female respondents should have a low level of approval at the career advancement part in the survey (please refer to part 3.1 of the survey on page 75). When examining the descriptive results of the “career advancement” assessment in the survey one notices that the mean of female respondents is 4.6 ($SD = 1.53$) (please refer to Table 14 on page 49). If one examines additionally the frequency tables of the two career advancement statements from the survey by gender female (please refer to Table 38 and 39), one can notice a tendency towards agreement. Hence, one might suggest that the respondents' companies rather create a supportive organizational culture for women and their career opportunities than barriers.

Furthermore, it was in my interest to investigate which elements of organizational culture have an impact on career advancement. Hence, a further regression analysis was conducted. The results revealed that the element flexible working policy and mentoring and coaching has a positive effect on career advancement. To explain the positive impact of flexible working policy on career advancement in other words: Respondents who tend to be pleased with their career advancement opportunities and who consider their chances positive to move up to a higher position in their organization sometime, tend to agree that working part-time and taking a sabbatical or a leave-of-absence has a negative effect on their career. Latter would support previous studies, which claim that flexible working policies are not put in place effectively to support but rather have negative effects on careers like explained on page 37. However, these respondents tend to still be satisfied with their career advancement opportunities, which may suggest that they are not making use of any flexible working policies.

As mentioned above, mentoring and coaching also has a positive effect on career advancement as the regression analysis revealed. Thus, respondents who tend to agree with the statement “Our organization offers specific mentoring and coaching programs for women that focus on broadening networks, increasing visibility, and further developing leadership skills.”, tend to be pleased with their career advancement opportunities and consider their chances positive to move up to a higher position in their organization sometime. I suggest that this supports the studies analyzed in the theoretical part, which declare that mentorship and sponsorship is a crucial factor of organizational culture supporting the career advancement for women.

On the contrary, sport as workplace communication has a negative effect on career advancement. Therefore, respondents who tend to agree with the statement “Sport is often part of workplace communication” tend to not be pleased with their career advancement opportunities and tend to not consider their chances positive to move up to a higher position

in their organization sometime. Consequently, I would argue that this supports the claim from the literature analysis that organizational language plays an important role when talking about the impact of organizational culture on women (Rutherford, 2001) and their career progress. However, it cannot be ruled out that organizational language can also work as a barrier for men and their career advancement possibilities.

All other elements of organizational culture, namely gender awareness, management style, long hours culture, informal networks, and performance expectation were non-significant and hence seem to not have an impact on career advancement. Although, the literature analysis showed that these elements of organizational culture can have a significant effect on women achieving leadership positions and their career advancement, this cannot be proven with the data collected and analyzed in this thesis.

Further Results:

Table 16 shows the results of the different elements of organizational culture of all respondents but with comparison by gender. There is a significant difference apparent when looking at the organizational culture element performance expectation, which was measured with the statement “Women have to present more performance than men in order to achieve career advancement.” The male respondents tend to agree more ($M = 5.14$, $SD = 1.62$) with this statement than the female respondents ($M = 3.27$, $SD = 1.72$) as can be seen in Table 16. To emphasize this finding, Table 17, which represents the Independent Samples Test reveals a significant difference between men and women regarding the element of organizational culture performance expectation ($t(186) = 7.60$, $p < .001$). These results are in contradiction with the findings from the literature analysis claiming that women believe that they had to over-perform frequently. The data from this thesis suggests that men are more likely to believe this than women.

In addition, it is elaborated in Chapter 2.2 that prevailing studies claim that women in leadership positions have a positive impact on a company's performance. To assess this topic the survey participants were asked to state if women in leadership positions have a positive effect on the company's success. Certainly, this only represents a subjective view of the respondents. Nevertheless, it is interesting to mention that the mean of all respondents is 5.76 ($SD = 1.31$) (please refer to Table 9), which indicates a rather approving attitude. When comparing the results by gender, women agree more ($M = 6.22$, $SD = 1.06$; please refer to Table 11) than men ($M = 5.24$, $SD = 1.30$; please refer to Table 10) that women in leadership positions have a positive impact on a company's performance. One could argue that these results are comparable with the theory presented by Lee & James reviewed on page 10, which claims that

women face negative consequences due to the fact that they are underrepresented in upper echelons. As a result of this underrepresentation, women often become victims of stereotypes and perceptual biases (Lee & James, 2007), which may lead to misjudgment of their performance or their influence on the company's success. Although one could argue against this argument and claim that women simply overestimate themselves.

Ultimately, I want to mention that according to the descriptive results in Table 6 it is revealed that the respondents are mainly working in the operative level (positions without leadership responsibility; 61%) and in the management level (positions with leadership responsibility; 35%). Only 1% of the respondents is working in top management (management board, supervisory board). This serves more as additional information that the reader should keep in mind when viewing the results in order to get a better impression of the respondents.

Results from Respondent's Comments:

Finally, I want to consider some of the respondents' comments presented on page 90. Referring to the comment made by interview number 340 it seems to contradict the theory that women need to over-perform in order to reach a leadership position. This respondent, working in "a male-dominated industry (automotive)" doesn't "believe, that more/stronger performance would lead to career achievements for women in this sector. They will be chosen when no man is available". Furthermore, according to the comment made by interview number 1243 the respondent claims that it is difficult for women "to achieve something when they also have a family life", which is also elaborated in the theoretical analysis. Moreover, one of the respondents contacted me via email and wrote that the proportion of men in management positions is generally much higher, as there is a strong STEM focus on jobs in his/her company. This brings a new topic to light, which can be elaborated or taken into account in future research, as this thesis concentrates only on organizational culture and its effect on female leadership without regarding the industry the companies are embedded. Lastly, one new topic, which was not considered in this thesis, was mentioned by interview number 919. The person claims that "pandemic impact on female careers is a major issue". It is well known that the Covid crisis triggered a lot of changes in the business environment. The impact on women and further on their career should be mentioned as an important topic for future research. However, these comments only represent the opinion of a few individual people and are, therefore, obviously not representative for any conclusions about a population.

5 Conclusion and Suggestions for Future Research

Conclusion:

The literature review as presented in Chapter 2.1, shows first that, women in leadership positions are underrepresented globally, in Europe, and as well in Austria. Some countries try to counteract the gender imbalance among leadership positions and decision-making roles by the introduction of a mandatory quote of women in supervisory boards for instance. However, in short, the data for women in senior management and board positions and in top executive positions globally and in Austria present a significant need for improvement.

Second, the Chapter 2.2 elaborates the contribution of female leaders to an organization's performance. The theoretical analysis has shown that there are existing studies and arguments, which indicate that there is a considerable contribution of women in leadership roles to the performance of organizations. However, it is important to mention that some studies don't present any evidence of a causal relationship between women in leadership positions and company success.

Chapter 2.3 discusses the concept of organizational culture. In addition, various barriers created by an organization which women face at the process of moving into the next career step are presented. Among others, the most frequently cited barriers are inequality within performance evaluation, anytime performance expectations and therefore negative aspects associated to leadership positions like having no time for family, gender roles and stereotypes, male dominance, exclusion from social networks, and lack of female role models and mentors. Although women can also impose barriers on themselves because of their expectations or beliefs, the organization also plays an important role as it can create a supportive environment in which women can grow into leadership roles. However, if the organization does not recognize these barriers and take actions to remove them, it takes the risk to have fewer women in leadership positions or even to lose female employees to other organizations. Chapter 2.2.4 deals with the conceptualization of organizational culture and defines eight dimensions of organizational culture, which are correlated with the share of women in leadership positions as well as their career advancement according to the literature analysis.

The aim of this paper is to examine the effect of organizational culture on female leadership in Austria. First, the effect of organizational culture on the share of women in leadership positions in Austrian companies on the prime market of the Vienna Stock Exchange was explored. Second, the relationship between organizational culture and career advancement was researched. Within the empirical part a data collection was conducted in order to gather the

share of women in leadership positions in these companies. Only the answers of the 30 companies, where the data is available, were included in the final data analysis part. Furthermore, a survey to assess organizational culture was created and sent to the employees working in these companies.

The testing of the first hypothesis with a regression analysis revealed no significant effect of the predefined elements of organizational culture, with the exception of the predictor “Men and women are heard equally in meetings”, which is a part of the predefined element of organizational culture “Communication and language”. However, all other elements of organizational culture which the literature analysis revealed to be influential on the share of women in leadership positions could not be proven as significant with this data set. Therefore, the question arises whether other elements of organizational culture are decisive for the share of women in leadership positions or whether the whole concept of organizational culture has no significant influence at all on the share of women in leadership positions, as opposed to what the literature states.

The testing of the second hypothesis revealed that there is a moderate relationship between organizational culture and career advancement. This supports the literature theories and studies claiming that organizational culture has an impact on career progress. Due to the fact, that female respondents tend to have a positive attitude towards their career advancement opportunities, one might suggest that the respondents' companies rather create a supportive organizational culture for women and their career opportunities than barriers. Furthermore, it was in my interest to investigate which elements of organizational culture have an impact on career advancement. The results of the second regression analysis revealed that the elements flexible working policy and mentoring and coaching have a positive effect on career advancement.

The obtained data within the empirical analysis part is not in good agreement with the literature analysis, as only one of the predefined elements of organizational culture has a significant influence on the share of women in leadership positions. In conclusion, it is evident that this study has pointed out that there is a significant relationship between organizational culture and career advancement. This paper has clearly shown that organizational culture is a difficult measurable concept. Ultimately, the limitations of this research have to be taken into account. These results are interesting and should be validated by a larger sample size. Finally, I hope that this research will serve as a base for future studies on organizational culture and leadership.

Suggestion for Further Research:

As mentioned above, the question arises whether other elements of organizational culture are decisive for the share of women in leadership positions or whether the whole concept of organizational culture has no significant influence at all on the share of women in leadership positions, as opposed to what the literature states. Other possible factors, influencing the share of women in leadership positions, can be national culture, intrinsic determinants of women, different industries, STEM focus on jobs, or different company forms. More research into organizational culture and its impact on female leadership is still necessary before obtaining a definitive answer. Moreover, further research on female leadership is desirable to extend our knowledge of other elements besides organizational culture influencing female leadership. Since the testing of the first hypothesis revealed that part of the element communication and language (men and women are heard equally in meetings) has a significant influence on the share of women in leadership positions, I recommend to look into this aspect more carefully in future research. Additionally, the findings of the second hypothesis, which show that the element flexible working policy and mentoring and coaching has a positive effect on career advancement provides opportunities for further research.

Furthermore, more research will be needed to verify whether there is a positive effect of women in leadership positions on a company's success. Due to the fact that the Covid crisis had and will have a major impact on the business environment, it is possible that the organizational culture might also change, which might provide an interesting aspect for future research.

6 References

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7 Appendix

7.1 Survey

Dear participants,

this survey was set up for research purposes for my Master's thesis at the University of Vienna.

The objective of this research is to assess **organizational culture**. In short, organizational culture refers to deeply seated behavioral patterns, jointly shared understandings, and assumptions which determine the way things are done in an organization.

Please complete this questionnaire with ten main questions, which should take no more than **5 minutes** of your time. All data will be kept confidential and by completing the survey, you indicate that you voluntarily participate in this research. It will be highly appreciated if you could **share the link with colleagues in your organization**.

Please only open the questionnaire if you are 18 years of age or older.

If you have any concerns, please contact me using the following details:

Samira.Paulmichl@hotmail.com

Thank you very much in advance!

Part 1: Personal information:

1.1	Gender	a. Male b. Female c. Other / I don't want to say
1.2	Age	
1.3	Name of company	List of firms to select (see data collection Chapter 3.2)
1.4	Number of years in company	
1.5	Management level	a. Top Management (management board, supervisory board) b. Management Level (positions with leadership responsibility) c. Operative Level (positions without leadership responsibility)

Part 2: Organizational Culture:

2.1 Please indicate how strongly you agree or disagree with the following statements about the organizational culture in the organization you are currently working in below by selecting a number from 1 (strongly disagree) to 7 (strongly agree).

Organizational Culture		Level of Agreement/Disagreement						
		Strongly Disagree (1)	Disagree (2)	More or less disagree (3)	Undecided (4)	More or less agree (5)	Agree (6)	Strongly Agree (7)
1	Gender diversity is integrated in the fundamental elements of our organization.							
2	Female leadership styles are recognized and valued equally as male leadership styles.							
3	Men and women are heard equally in meetings.							
4	Sexual language is often used in our organization.							
5	Sport is often part of workplace communications.							
6	Long working hours represent dedication and commitment to the organization.							
7	The ideal employee works long hours.							
8	Workers with leadership responsibility must be anytime available.							
9	Our organization offers specific mentoring and coaching programs for							

	women that focus on broadening networks, increasing visibility, and further developing leadership skills.							
10	Working part-time has a negative effect on my career.							
11	Taking a sabbatical or a leave-of-absence has a negative effect on my career.							
12	Informal networks and socializing are crucial factors deciding career advancement.							
13	Women have to present more performance than men in order to achieve career advancement.							

2.2 Is there anything you would like to add?

[text field]

Part 3: Career Advancement

3.1 Please indicate how strongly you agree or disagree with the following statements about your career advancement in the organization you are currently working in below by selecting a number from 1 (strongly disagree) to 7 (strongly agree).

Career Advancement		Level of Agreement/Disagreement						
		Strongly Disagree (1)	Disagree (2)	More or less disagree (3)	Undecided (4)	More or less agree (5)	Agree (6)	Strongly Agree (7)
1	I am pleased with the career advancement opportunities available to me.							
2	I consider my chances positive to move up to a higher position in my organization sometime.							

Part 4: Share of Women in Leadership Positions:

4.1 Please estimate the share of women in leadership positions in your organization (this is the percentage of women in leadership positions of total leadership positions):

Share of women in leadership positions:
____ %.

Part 5: Company Success:

5.1 Please indicate how strongly you agree or disagree with the following statement about a company's success by selecting a number from 1 (strongly disagree) to 7 (strongly agree).

Company success		Level of Agreement/Disagreement						
		Strongly Disagree (1)	Disagree (2)	More or less disagree (3)	Undecided (4)	More or less agree (5)	Agree (6)	Strongly Agree (7)
1	Women in leadership positions have a positive effect on the company's success.							

Thank you very much for completing my questionnaire! I appreciate your support: You have helped me a lot!

Please share this questionnaire with your network :)

Your answers were transmitted, you may close the browser window or tab now.

7.2 Variables

Gender: gender of the respondent

- Male
- Female
- Other/I don't want to say

Age: age of the respondent at date of survey

Name of the company: the company in which the respondent is currently working at.
The following list based on the data collection (please refer to 3.2) will be provided:

- Addiko Bank AG
- AGRANA Beteiligungs-AG
- AMAG Austria Metall AG
- Andritz AG
- AT&S Austria Technologie & Systemtechnik Aktiengesellschaft
- BAWAG Group AG
- CA Immobilien Anlagen AG
- DO & CO Aktiengesellschaft
- Erste Group Bank AG
- EVN AG
- FACC AG
- Flughafen Wien AG
- Frequentis AG
- Immofinanz AG
- Kapsch TrafficCom AG
- Lenzing AG
- Marinomed Biotech AG
- Mayr-Melnhof Karton AG
- OMV AG
- Österreichische Post AG
- Palfinger AG
- Polytec Holding AG
- Porr AG
- Raiffeisen Bank International AG
- Rosenbauer International AG
- S Immo AG
- Schoeller-Bleckmann Oilfield Equipment AG
- Semperit AG Holding
- STRABAG SE
- Telekom Austria AG
- UBM Development AG
- Uniqa Insurance Group AG
- VERBUND AG
- Vienna Insurance Group AG Wiener Versicherung Gruppe

- voestalpine AG
- Warimpex Finanz- und Beteiligungs AG
- Wienerberger AG
- Zumtobel Group AG
- Other

Number of years in company: number of years which respondent has been working in the company

Management level: current management level in which respondent is working

- Top Management (management board, supervisory board)
- Management Level (positions with leadership responsibility)
- Operative Level (positions without leadership responsibility)

In order to assess organizational culture, eight elements were predefined (see Chapter 2.2.3). These elements are measured through the survey:

Gender awareness: In this survey, it is measured with one statement. Respondents were asked to rate how strongly they agree or disagree with the statement “Gender diversity is integrated in the fundamental elements of our organization.”

- 1 Strongly disagree
- 2 Disagree
- 3 More or less disagree
- 4 Undecided
- 5 More or less agree
- 6 Agree
- 7 Strongly Agree

Management style: This element is measured in the survey with one statement. Respondents were asked to rate how strongly they agree or disagree with the statement “Female leadership styles are recognized and valued equally as male leadership styles”.

- 1 Strongly disagree
- 2 Disagree
- 3 More or less disagree
- 4 Undecided
- 5 More or less agree
- 6 Agree
- 7 Strongly Agree

Communication and language: This element is measured in the survey with three statements. Respondents were asked to rate how strongly they agree or disagree with the statement “Men and women are heard equally in meetings”, “Sexual language is often used in our organization”, and “Sport is often part of workplace communications”.

- 1 Strongly disagree
- 2 Disagree
- 3 More or less disagree
- 4 Undecided
- 5 More or less agree
- 6 Agree
- 7 Strongly Agree

Long hours culture: This element is measured in the survey with three statements. Respondents were asked to rate how strongly they agree or disagree with the statements “Long working hours represent dedication and commitment to the organization”, “The ideal employee works long hours” and “Workers with leadership responsibility must be anytime available”.

- 1 Strongly disagree
- 2 Disagree
- 3 More or less disagree
- 4 Undecided
- 5 More or less agree
- 6 Agree
- 7 Strongly Agree

Mentorship and sponsorship: This element is measured in the survey with one statement. Respondents were asked to rate how strongly they agree or disagree with the statement “Our organization offers specific mentoring and coaching programs for women that focus on broadening networks, increasing visibility, and further developing leadership skills”.

- 1 Strongly disagree
- 2 Disagree
- 3 More or less disagree
- 4 Undecided
- 5 More or less agree
- 6 Agree
- 7 Strongly Agree

Flexible working policy: This element is measured in the survey with two statements. Respondents were asked to rate how strongly they agree or disagree with the statement “Working part-time has a negative effect on my career” and “Taking a sabbatical or a leave-of-absence has a negative effect on my career”.

- 1 Strongly disagree
- 2 Disagree
- 3 More or less disagree
- 4 Undecided
- 5 More or less agree
- 6 Agree
- 7 Strongly Agree

Informal networks: This element is measured in the survey with one statement. Respondents were asked to rate how strongly they agree or disagree with the statement “Informal networks and socializing are crucial factors deciding career advancement”.

- 1 Strongly disagree
- 2 Disagree
- 3 More or less disagree
- 4 Undecided
- 5 More or less agree
- 6 Agree
- 7 Strongly Agree

Performance expectation: This element is measured in the survey with one statement. Respondents were asked to rate how strongly they agree or disagree with the statement “Women have to present more performance than men in order to achieve career advancement”.

- 1 Strongly disagree
- 2 Disagree
- 3 More or less disagree
- 4 Undecided
- 5 More or less agree
- 6 Agree
- 7 Strongly Agree

Share of women in leadership positions: This element is measured in the survey with one question. Respondents were asked to estimate the share of women in leadership positions in their organization (this is the percentage of women in leadership positions of total leadership positions).

- ____ %

Career advancement: This element is measured in the survey with two statements. Respondents were asked to rate how strongly they agree or disagree with the statement “I am pleased with the career advancement opportunities available to me” and “I consider my chances positive to move up to a higher position in my organization sometime”.

- 1 Strongly disagree
- 2 Disagree
- 3 More or less disagree
- 4 Undecided
- 5 More or less agree
- 6 Agree
- 7 Strongly Agree

Company success: Respondents were asked to rate how strongly they agree or disagree with the statement “Women in leadership positions have a positive effect on the company's success”.

- 1 Strongly disagree
- 2 Disagree
- 3 More or less disagree
- 4 Undecided
- 5 More or less agree
- 6 Agree
- 7 Strongly Agree

7.3 Additional Tables

Scales:

Note: Cronbach's alpha was calculated for scales with three or more items, the Spearman Brown coefficient for two items. A value of 0.7-0.9 is an indication of acceptable reliability. In case multiple items were combined to one scale a reliability analysis was performed and response averaged.

Communication and Language:

Note: Since the reliability analysis for these three items does not suggest sufficient agreement, the items should be considered separately and not combined into a scale.

Long Hours Culture:

Reliability Statistics

Cronbach's	
Alpha	N of Items
.810	3

Table 25: Reliability Statistics: Long hours culture

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Organizational culture: Long working hours represent dedication and commitment to the organization.	7.7969	10.089	.683	.719
Organizational culture: The ideal employee works long hours.	7.1979	8.505	.767	.620
Organizational culture: Workers with leadership responsibility must be anytime available.	7.9115	10.238	.543	.859

Table 26: Item-Total Statistics: Long hours culture

Interpretation:

The construct long hours culture was measured by three items on a 7-point scale (from 1 "strongly disagree" to 7 "strongly agree") with high reliability ($\alpha = .81$).

Flexible Working Policy:

Reliability Statistics

Cronbach's	
Alpha	N of Items
.796	2

Table 27: Reliability Statistics: Flexible working policy (1)

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Organizational culture: Working part-time has a negative effect on my career.	4.3073	2.874	.662	.
Organizational culture: Taking a sabbatical or a leave-of-absence has a negative effect on my career.	4.0208	2.743	.662	.

Table 28: Item-Total Statistics: Flexible working policy

Reliability Statistics

Cronbach's Alpha	Part 1	Value	1.000
		N of Items	1 ^a
	Part 2	Value	1.000
		N of Items	1 ^b
	Total N of Items		2
Correlation Between Forms			.662
Spearman-Brown Coefficient	Equal Length		.796
	Unequal Length		.796
Guttman Split-Half Coefficient			.796

a. The items are: Organizational culture: Working part-time has a negative effect on my career.

b. The items are: Organizational culture: Taking a sabbatical or a leave-of-absence has a negative effect on my career.

Table 29: Reliability Statistics: Flexible working policy (2)

Interpretation:

The dimension flexible working policy was measured by two items on a 7-point scale (from 1 “strongly disagree” to 7 “strongly agree”), with good reliability ($\alpha = .80$).

Organizational Culture:

Reliability Statistics

Cronbach's	
Alpha	N of Items
.814	13

Table 30: Reliability Statistics: Organizational culture

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Organizational culture: Gender diversity is integrated in the fundamental elements of our organization.	51.2775	129.496	.539	.795
Organizational culture: Female leadership styles are recognized and valued equally as male leadership styles.	51.4607	123.650	.637	.786
Organizational culture: Men and women are heard equally in meetings.	50.8691	126.430	.630	.788
Organizational culture: Sexual language is often used in our organization.	50.9319	136.359	.335	.811
Organizational culture: Sport is often part of workplace communications.	51.7801	154.183	-.120	.842
Organizational culture: Long working hours represent dedication and commitment to the organization.	52.5550	131.154	.489	.799
Organizational culture: The ideal employee works long hours.	51.9529	124.782	.597	.789
Organizational culture: Workers with leadership responsibility must be anytime available.	52.6806	130.808	.434	.803

Organizational culture: Our organization offers specific mentoring and coaching programs for women that focus on broadening networks, increasing visibility, and further developing leadership skills.	51.7539	136.165	.277	.817
Organizational culture: Working part-time has a negative effect on my career.	52.1832	130.172	.505	.797
Organizational culture: Taking a sabbatical or a leave-of-absence has a negative effect on my career.	51.9162	127.382	.567	.792
Organizational culture: Informal networks and socializing are crucial factors deciding career advancement.	53.1099	135.940	.405	.805
Organizational culture: Women have to present more performance than men in order to achieve career advancement.	52.1047	122.778	.599	.788

Table 31: Item-Total Statistics: Organizational culture

Interpretation: Reliability of all items for organizational culture was assessed indicating good reliability ($\alpha = .81$).

Career Advancement

Reliability Statistics

Cronbach's	
Alpha	N of Items
.824	2

Table 32: Reliability Statistics: Career advancement (1)

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CA: I am pleased with the career advancement opportunities available to me.	4.44	2.868	.702	.
CA: I consider my chances positive to move up to a higher position in my organization sometime.	4.82	2.531	.702	.

Table 33: Item-Total Statistics: Career advancement

Reliability Statistics

Cronbach's Alpha	Part 1	Value	1.000
		N of Items	1 ^a
	Part 2	Value	1.000
		N of Items	1 ^b
	Total N of Items		2
Correlation Between Forms			.702
Spearman-Brown Coefficient	Equal Length		.825
	Unequal Length		.825
Guttman Split-Half Coefficient			.824

a. The items are: CA: I am pleased with the career advancement opportunities available to me.

b. The items are: CA: I consider my chances positive to move up to a higher position in my organization sometime.

Table 34: Reliability Statistics: Career advancement (2)

Interpretation: Career advancement assessed by two items indicated good reliability ($\alpha = .82$).

Comparison between industries:

The companies from the own data collection (please refer to table 4 on page 43) were categorized by industries. The companies and their respective industry can be retrieved from this webpage: <https://www.wienerborse.at/marktdaten/aktien-sonstige/prime-market/>. By selecting the respective company, the relevant industry can also be seen.

	Company	Industry
1	Addiko Bank AG	Finance
2	AGRANA Beteiligungs-AG	Consumer goods
3	AMAG Austria Metall AG	Basic industry
4	Andritz AG*	Industrial goods & services
5	AT&S Austria Technologie & Systemtechnik Aktiengesellschaft*	Technology & Telecom
6	BAWAG Group AG	Finance
7	CA Immobilien Anlagen AG	Finance
8	DO & CO Aktiengesellschaft	Consumer goods
9	Erste Group Bank AG	Finance
10	EVN AG	Supplier
11	FACC AG*	Industrial goods & services
12	Flughafen Wien AG	Industrial goods & services
13	Frequentis AG*	Industrial goods & services
14	Immofinanz AG	Finance
15	Kapsch TrafficCom AG	Industrial goods & services
16	Lenzing AG*	Basic industry
17	Marinomed Biotech AG	Health care
18	Mayr-Melnhof Karton AG*	Industrial goods & services
19	OMVAG	Basic industry
20	Österreichische Post AG	Industrial goods & services
21	Palfinger AG	Production engineering & machinery
22	Polytec Holding AG	Consumer goods
23	Porr AG	Basic industry
24	Raiffeisen Bank International AG	Finance
25	Rosenbauer International AG	Industrial goods & services
26	S Immo AG	Finance
27	Schoeller-Bleckmann Oilfield Equipment AG*	Basic industry
28	Semperit AG Holding	Industrial goods & services
29	STRABAG SE	Basic industry
30	Telekom Austria AG	Technology & Telecom
31	UBM Development AG*	Finance
32	Uniq Insurance Group AG	Finance
33	VERBUND AG	Supplier
34	Vienna Insurance Group AG Wiener Versicherung Gruppe	Finance
35	Voestalpine AG	Basic industry
36	Warimpex Finanz- und Beteiligungs AG	Finance
37	Wienerberger AG	Basic industry
38	Zumtobel Group AG	Industrial goods & services

Table 35: Categorization of companies by industry

*However, as already mentioned, the eight flagged companies were not included in the data analysis because the necessary data was not available (please refer to data collection on page 42-43).

The analysis by industry shows some significant differences, but some of the groups are very small (please refer to Table 8 on page 47) and therefore the results are not meaningful nor explained in more detail.

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Organizational culture: Gender diversity is integrated in the fundamental elements of our organization.	Between Groups	34.110	7	4.873	1.931	.067
	Within Groups	464.260	184	2.523		
	Total	498.370	191			
Organizational culture: Female leadership styles are recognized and valued equally as male leadership styles.	Between Groups	58.175	7	8.311	2.825	.008
	Within Groups	541.319	184	2.942		
	Total	599.495	191			
Organizational culture: Men and women are heard equally in meetings.	Between Groups	53.997	7	7.714	3.124	.004
	Within Groups	454.331	184	2.469		
	Total	508.328	191			
Organizational culture: Sexual language is often used in our organization.	Between Groups	6.653	7	.950	.342	.933
	Within Groups	508.080	183	2.776		
	Total	514.733	190			
Organizational culture: Sport is often part of workplace communications.	Between Groups	25.718	7	3.674	1.491	.173
	Within Groups	453.261	184	2.463		
	Total	478.979	191			
Organizational culture: Our organization offers specific mentoring and coaching programs for women that focus on broadening networks, increasing visibility, and further developing leadership skills.	Between Groups	45.399	7	6.486	1.875	.076
	Within Groups	636.413	184	3.459		
	Total	681.812	191			
Organizational culture: Informal networks and	Between Groups	28.993	7	4.142	2.001	.057
	Within Groups	380.924	184	2.070		

socializing are crucial factors deciding career advancement.	Total	409.917	191			
Organizational culture: Women have to present more performance than men in order to achieve career advancement.	Between Groups	37.877	7	5.411	1.492	.172
	Within Groups	667.242	184	3.626		
	Total	705.120	191			
OC_Long_hours_culture	Between Groups	47.300	7	6.757	3.344	.002
	Within Groups	371.765	184	2.020		
	Total	419.064	191			
OC_Flexible_working_policy	Between Groups	69.298	7	9.900	4.841	.000
	Within Groups	376.284	184	2.045		
	Total	445.582	191			

Table 36: ANOVA: Group Comparison (1)

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
CS: Women in leadership positions have a positive effect on the company's success.	Between Groups	7.223	7	1.032	.589	.765
	Within Groups	315.521	180	1.753		
	Total	322.745	187			
OC_Combined	Between Groups	24.979	7	3.568	4.494	.000
	Within Groups	146.102	184	.794		
	Total	171.081	191			
CA_Combined	Between Groups	34.722	7	4.960	2.264	.031
	Within Groups	394.453	180	2.191		
	Total	429.176	187			

Table 37: ANOVA: Group Comparison (2)

CA: I am pleased with the career advancement opportunities available to me.^a

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	2.9	3.0	3.0
	Disagree	8	7.8	7.9	10.9
	More or less disagree	10	9.8	9.9	20.8
	Undecided	16	15.7	15.8	36.6
	More or less agree	20	19.6	19.8	56.4
	Agree	35	34.3	34.7	91.1
	Strongly agree	9	8.8	8.9	100.0
	Total	101	99.0	100.0	
Missing	System	1	1.0		
Total		102	100.0		

a. Gender = Female

Table 38: Frequency: CA Statement 1, female respondents

CA: I consider my chances positive to move up to a higher position in my organization sometime.^a

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	5.9	5.9	5.9
	Disagree	14	13.7	13.9	19.8
	More or less disagree	11	10.8	10.9	30.7
	Undecided	15	14.7	14.9	45.5
	More or less agree	19	18.6	18.8	64.4
	Agree	30	29.4	29.7	94.1
	Strongly agree	6	5.9	5.9	100.0
	Total	101	99.0	100.0	
Missing	System	1	1.0		
Total		102	100.0		

a. Gender = Female

Table 39: Frequency: CA Statement 2, female respondents

7.4 Respondents' Comments

The following comments in response to question 2.2 "Is there anything you would like to add?" of the survey have been made by the respondents:

Interview number	Comments
135	"No."
243	"No difference between women and men in our organization."
306	"Mein Arbeitgeber: Dreikönigsaktion, Hilfswerk der Katholischen Jungschar."
322	"Nop."
340	"I work for a male dominated industry (automotive). I honestly don't believe that more/stronger performance would lead to career achievements for women in this sector. They will be chosen when no man is available."
444	"I do not understand the expression sexual language."
533	"PORR is just a terrible place to work in general - it doesn't really matter if you're a man or a women."
545	"With undecided I actually mean I don't know."
597	"Coaching/Mentoring programs/Leadership programs are offered equally to both men & women."
631	"no."
683	"nah"
736	"sabbatical is not very common; leave-of-absence – depends on time of absence; do not know what you mean with sexual language – therefore no answer give (sorry); I simply do not know if there are specific coaching programs for women offered – I know there are specific mentorings offered if needed – but focused on the topics."
780	"The wording of the questions is gender-biased, for instance: women have to present., instead of men and women have to present equal..."
893	"no"
908	"no"
919	"Pandemic impact on female careers is a major issue also in our company - mothers stepping back, since infrastructure or family members do not support"
982	"What do mean with "female leadership styles"? What classifies a "female" or "male" leadership style? Not sure, thus "undecided""
985	"I worked already in other companies and there it was really the same, so this is for me nothing specific to banking or my company."
1022	"Many questions depend or are interpretable"
1138	"No"
1193	"There are differences on these topics between subsidiaries."
1195	"no"
1243	"our top management is mostly male and unfortunately it is quite tough for women to achieve something when they also have a family life"
1274	"leadership programs are offered to men and women, but for 3 terms (approx. 5 years periode) no women applied for a education program"
2002	"Homeoffice ist nicht erwünscht u. wird negativ gesehen!"
2047	"Vienna Airport is a critical infrastructure and has to operate 24/7. for that reason management persons are more used to be available in a more flexible way. of course all working hours are handled and paid in accordance to legal regulations."
2067	"What are "Female leadership styles"? What is "Sexual language"? There might be different interpretations of these terms by the people filling out the form. Therefore it is not possible to interpret the answers in any way."

Table 40: Respondents' comments

7.5 Abstract in English

With regard to leadership positions in companies, women are still underrepresented worldwide, as in Austria. The goal of the European Union and of the Austrian democracy is to create a balanced of women in leadership and decision-making positions. In addition to the political aspect, this work also elaborates the business management aspect and shows how women in leadership positions can have a positive influence on a company's success. The aim of this work is to find out whether and how organizational culture influences the share of women in leadership positions and their career advancement. The objects of investigation of this research are the Austrian companies on the prime market of the Vienna Stock Exchange. In order to assess organizational culture, a survey was created and sent to employees of these companies. The conducted regression analysis revealed that only one of the eight predefined elements of organizational culture has a significant influence on the share of women in leadership positions, namely that men and women are heard equally in meetings. In addition, the correlation analysis reveals that there is a relationship between organizational culture and career advancement.

7.6 Abstract in German

Im Hinblick auf die Besetzung von Führungspositionen in Unternehmen sind Frauen nach wie vor weltweit, wie auch in Österreich, unterrepräsentiert. Das Ziel der europäischen Union und auch der österreichischen Demokratie ist es, ein ausgeglichenes Verhältnis von Frauen in Führungs- und Entscheidungspositionen zu schaffen. Neben dem politischen Aspekt beleuchtet diese Arbeit auch den betriebswirtschaftlichen Aspekt und zeigt auf, wie Frauen in Führungspositionen den Unternehmenserfolg positiv beeinflussen können. Das Ziel dieser Arbeit ist es herauszufinden, ob bzw. wie Organisationskultur den Anteil von Frauen in Führungspositionen sowie deren Karrierefortschritt beeinflusst. Die Untersuchungsobjekte dieser Arbeit sind die österreichischen Unternehmen des Prime Market der Wiener Börse. Um Organisationskultur zu messen, wurde ein Fragebogen erstellt und an Mitarbeiter dieser Unternehmer versendet. Die durchgeführte Regressionsanalyse zeigt, dass nur eines der vorab acht definierten Elemente von Organisationskultur einen signifikanten Einfluss auf den Anteil von Frauen in Führungspositionen hat, nämlich, dass Männer und Frauen in Meetings gleichermaßen gehört werden. Zusätzlich zeigt die durchgeführte Korrelationsanalyse, dass eine Beziehung zwischen der Organisationskultur und dem Karrierefortschritt vorhanden ist.