

Business Administration

Bachelor Thesis

Women in Leadership Positions
–
Quota System

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Preface

This Bachelor Thesis was written as a part of my Business Administration study at the Berlin International University of Applied Sciences.

The idea for this thesis did not really develop yesterday, but had been interesting for me for a very long time.

As a woman, I think that all women, just like men, are an important part of this society and we need to develop further and as a business student who may experience the same problems in the future -- I think it's important to raise your voice and know and use your strengths.

Unfortunately my time at the university in its own was a stony journey for me, but I am glad and happy to have mastered it and to have reached one of my important goals in my life.

At this point I would like to thank my dear Professor: Prof. Dr. Garg, who was always much more like a good friend or a big brother than a professor to his students. Thank you for your support and patience with me over the entire time...

Vorwort

Ich möchte mich an dieser Stelle nochmals bei jedem Einzelnen bedanken, die tatkräftig an meiner Seite gestanden und mich unterstützt haben. Man sagt, dass wahre Freunde an den schwierigsten Tagen des Menschen für einem da sind; das haben mir all meine wertvollsten Freunde bewiesen. Meine Nanos Tezye, mit all ihrem Wissen und Weisheit, Yesim, die mit einer entzündeten Auge, Melisa, die nach stundenlanger Arbeit und Krankheit, Erdal, der in Potsdam nach der Uni, Dilekcan, trotz ihrer eigenen Bachelorarbeit, Günay, die mit ihrem Stress bei ihrer Bäckerei und alle anderen Freunde und Freundinnen, deren Name ich jetzt nicht geschrieben habe... Ich liebe euch alle! Ihr seid ebenfalls meine Familie...

Einen großen Dank möchte ich an Tim aussprechen, da er mit voller Geduld und Herzlichkeit mich jedes Mal unterstützt hat und in diesen dreieinhalb Jahren immer ein offenes Ohr für mich hatte. Danke mein Liebster.

Einen besonderen Dank möchte ich ebenfalls an meine Professoren richten, die uns während unseres Studiums, nicht nur mit ihrem Wissen, sondern auch mit Weisheiten, die uns immer auf unserem Weg begleiten werden, gelehrt und unterstützt haben.

Jeder Einzelne von Ihnen ist sehr wertvoll.

Önsöz

Hayatimin belkide en önemli ama ilk basarilarından birine imzami atıyorum yazdığım bu tez'le birlikte. Pek kolay bi süreç olmadı Üniversite öğrenim hayatım, fakat bana daima ayna tutacak, yoluma isik olacak bir çok şey kazandırdı aynı zamanda. Hedeflerime doğru yürüdüğüm bu yoldaki ilk basarım bana çok büyük bir motivasyon kaynağı.

Bu bağlamda, bana destek olan herkese çok teşekkür ederim. Özellikle okul müdürümüz sevgili Turgut Tülü abime, bana sunmuş olduğu destek ve özel anlayıştan ötürü ve saatlerce süren ve bana mutlaka bir şey katan uzun sohbetlerimiz için minnettarım.

Son olarakta hayatimin en önemli basrollerine ve kıymetlilerine teşekkür etmeyi kendime bir borç biliyorum...

Emekleri, sabırları ve sevgilerini hiçbir şeyle ölçemeyeceğim sevgili anne ve baba'cığım... İyi ki benim ailemsiniz, iyi ki sizin evladınızım. Hayatımda daima örnek alacağım ilk kişiler sizlersiniz. Canım kardeşlerim... Birlikte güldüğümüz, birlikte ağladığımız her şey için çok teşekkür ediyorum hepinize ayrı ayrı. Benim için yaptığınız her şey çok kıymetli. Ve ailemizin cinarı sevgili Nenem... Üzerimizde koruyu bir sırh gibi bizi saran o güzel dua'ların ve sevgin için sana ne kadar teşekkür etsem az.

Gece gündüz benimle birlikte uyumadığınız, benimle birlikte stres yaşadığınız ve benden desteklerinizi esirgemediğiniz için, size çok teşekkür ediyorum ve bu Tez'imizi size ithaf ediyorum...

Women in Leadership Positions – Quota System

By

Azime Tazegül

Submitted in partial fulfillment of the requirements for the degree of

Bachelor in Business Administration

At Berlin International University of Applied Sciences

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Signature of the Author:

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1. Introduction

1.1 General Introduction

"A woman will really be equal to the man on that day, when one appoints an incompetent woman to a significant post" (Giroud, 1983).

Women are much less likely to be in leadership positions than men, although the education and school careers of both sexes are almost identical. Now the question arises as to why, despite equal or similar qualifications of women and men, there is inequality in leadership positions. Is it the stereotypes that say that women are often against a career and prefer a family planning, which often leads to disruptions in the career path? (Wolter, 2018)

Which role does the "glass ceiling" play?

These questions will be discussed in more detail in the following work and will be edited by using various sources.

This Bachelor Thesis examines the problem of the discrimination against women in getting to Leadership Positions. Many aspects are assessed more closely, with a focus on two building blocks, Quota System in general and Germany with the introduction of the quota system.

Based on the research question, data is collected and discussed at the end.

Thereby the paper is divided into six parts. At the beginning there is an overview of the quota system and the female quota in general and then in relation to Germany.

Is it necessary to introduce a quota system -- who benefits from it and to whom could it harm?

This is followed by important personnel selection issues, which explain why there are more men in leadership positions than women.

Next, the styles of leadership are discussed to determine if gender based differences exist. The last section is the empirical part. In this part, the survey about "Women in Leadership Positions - Quota System" will be discussed and then the results are presented. The survey deals with the topic of the quota system, and the situation of having more men in leadership positions than women. Subsequently, the elaborated theories are summarized using the survey results, which is completed with a conclusion.

1.2 Main Problem Statement

The scientific work deals with the identified issue of gender inequality in leadership positions.

1.3 Need and Justification for the Study

For companies, the provided study is important to notice major social problems arising due to gender segregation/discrimination.

Because diversity is an important topic in the global market today, it could be that they could no longer keep up in the development in the market.

For women, this study is helpful in terms of their self-esteem, as it provides them with in-depth insight into the subject, and they can therefore work for their own rights.

So, for society, the study is important for them to see that women make up a large part of society and what they are struggling with, which ultimately affects everyone.

1.3 Research Aim

The aim of this study is to examine whether the introduction of the female quota can create equal rights for women and men in leadership positions or not. Another goal is to gain an overview of the main aspects and to present to the reader the advantages and disadvantages of such quota regulation. The core of this work is to show which criteria have to be fulfilled in order to avoid such a regulation and to successfully establish itself as a company in the market. Since this topic has been very controversial in Germany in the last three years, the empirical study will help to provide the reader with real information about the opinions of those who are affected.

1.4 Research Objectives

- Critically review of the literature on Management & Leadership Positions and Personnel Selection
- Identification of the problem of gender segregation in leadership positions
- Introduction of Women's quota in relation to Germany
- The collection of the opinions of those who are affected

1.5 Research Question

This research deals with the question:

" Does the quota system help the women to get to the leadership position? "

2. Literature Review

2.1 The "Glass Ceiling"

The glass ceiling describes a kind of impenetrable ceiling that do not allows qualified women to reach a leadership position in a company. Reason for this are prejudices against women regarding their professional qualifications. Thus, women would have shortcomings regarding the expected suitability for a leadership position, and the readiness or flexibility.

Another important issue for the glass ceiling is prejudice: women would have to leave the company much more often due to their family planning, would have a much higher turnover rate and were therefore not as productive as men.

It should be noted, however, that women, despite their additional workload and family, can be much more resilient than men and therefore more productive. It sounds discriminatory when women, because of prejudice, do not get into leadership positions, despite their good qualifications and education.

Due to the fact that employers are more biased towards prejudices and stereotypes, it's difficult for women to break the glass ceiling.

2.2 Personnel Selection

Personnel selection is one of the most important decisions for a company and must therefore be thoroughly prepared and carried out. When selecting a new employee, the quality of the employee and their qualifications play a crucial role.

The difference here is that internal employees of the company can be used for example by a transfer for another job. The advantage of this personnel selection is that the applicant or employee with his qualifications is already known, and knows also the company in its processes.

The external personnel selection differs from the internal one in that the employees are unknown and must be met. The external selection of an employee is usually done through methods such as interviews, tests, and other selection methods to get to know the abilities of an employee and himself. At the same time, efforts to create a statutory quota system for women in management positions have aroused the interest of women in getting into the top management of a company. The quota system therefore serves to prevent or reduce discrimination against women in employment.

2.2.1 Definition of Personnel Selection

The choice of personnel selection is basically defined as a process to clarify whether an applicant is assigned to a company or a job in a company. Here, the qualifications and interests of the applicant are faced and compared with the requirements profile and the tasks of the vacant position in the company. It thus serves to check whether the applicant is suitable for the job or not.

2.2.2 Personnel Selection Process

The process of personnel selection starts with the company evaluating and defining its desired requirements. Only after the searched requirements have been analyzed, it can be searched for a suitable candidate. This is usually done by a job posting. An interested candidate then reacts to this. He compares the requirements of the company and his qualifications and can thus judge for himself whether the advertised position corresponds to his desired profession.

After examining the received applications, suitable candidates will be called for interviews by the company and thus have the opportunity to personally introduce themselves to the leader of the interview. This type of interview is well suited to get to know the candidate better and to see whether this candidate is well suited for the job.

2.2.3 Methods of Personnel Selection

Various methods help in the selection of a candidate. Different methods, such as creating a job profile and conducting an interview, serve to attract a good and suitable candidate for the company and not to sort out early due to bad grades or a career obstacle. Many women are portrayed as a bad investment, as companies assume that women would interrupt their career because of family planning.

The requirements profile itself is not a selection method, but it helps in the first stage to make a selection of applicants.

The requirement profile describes in the simplest sense the desired character features such as traits, characteristics and abilities of an applicant. Thus, checking requirement profiles forms a basis for personnel assessment.

The difference between requirement profiles and job descriptions is that in the first case, a "target profile" with the desired requirements for the applicant arises. In contrast, a job description is about combining work with a specific job.

A better and, on the contrary, safer method of staff selection is the job interview.

This method is most commonly used because applicants and HR professionals can get a picture of each other and thus have a chance to introduce themselves in person.

Many companies prefer the telephone interview. This saves costs and time, even when it comes to applying for a company, which is not located in the home town. A telephone

interview gives a person a first impression and is therefore not influenced by the facial expressions and gestures of the applicant. Another candidate selection procedure is the Assessment Center, where the competences and behavior of an applicant can be determined. This method was introduced in Germany at the end of the 1970s and provides a method for assessing and evaluating employees.

This procedure originated in the officer selection of the Weimar Republic. The time frame for this selection process will be one to three days, in which the applicants have to go through several exercises. Among other things, it is examined here whether an entry into a management position can be mastered.

Building blocks of this selection process include role-playing games, group discussions - whereby teamwork and communication skills are tested - and presentations.

It tests how well structured an applicant is and how well he can express himself.

2.3 Management & Leadership Position

First of all, clarify what leadership means. There are many explanations for this, but in general, the term management or leadership means the following: having a common goal with his or her employees and achieving it through motivation and delegation. An executive should consider the tasks, the team and the individual team members or employees. Thus, the main task of a manager is to reach his goal and the goal of the company through motivation and cooperation with the help of his employees. Thereby an executive has to pay attention to recognize and use all the abilities of their employees.

An executive therefore prefers to convince an employee not through coercion but through his own achievement to reach the goal together.

In 2011, of 21.4 million working men, 1.5 million were in a leading position, while women were significantly lower: of 18.8 million working women, only 0.6 million were in a leading position.

Thus, men are twice as likely in a leadership position as women.

But what makes a male leader different from a female leader? Are women not qualified enough to lead? The following is a check of what constitutes a suitable manager.

Competence of a Manager

The competence of a leader describes the ability to organize oneself. As already mentioned, a good leader should be a motivation for the team. Motivated employees work more successfully and achieve their goal. To avoid mistakes in the future, an executive should be able to criticize their employees through a personal conversation. Such conversations help to avoid mistakes and work on them. In return, employees should also be praised for their good performance by a manager. This in turn leads to a motivation for the employee himself and also for the colleagues, this serves as indirect praise. The technical competence helps the leader to see mistakes, to show their team that yourself are also only a human. Of course, a leader should know how to behave in difficult situations. In conflict management, he should therefore be careful to identify these issues and find a solution.

It can therefore be read that the social competence of a manager is the reason why the employee or the team is more motivated and thereby works better. The success of a company depends on how well an executive works with their team.

2.3.1 Leadership Styles

The behavior of an executive is characterized by their leadership style. Dealing with employees therefore plays a major role and thus has a major impact on the success of a company.

The following shows the different leadership styles.

The authoritarian or hierarchical leadership style is characterized by a sole enforcement of the superior. A representative of this leadership style discusses nothing with his team and gives only tasks or instructions. There is thus no conversation, no planning or discussion with the staff, as the person in the leadership style has sole control over everything and makes decisions without collusion. This can result in employees working with missing information and doing their job in a completely unmotivated way.

This style of leadership is characterized by a very ambitious leader, who is very concerned about achieving the goals, and who can quickly forget the needs of each employee.

A much more employee-friendly way to lead is **the laissez-faire leadership style**. This lets employees do their work the way they want it. The manager does not interfere in the happening and gives the team a high degree of personal responsibility. Lack of direct instructions, however, means that employees can not be promoted and the lack of recognition on the part of the manager can reduce the productivity of the work. Here the independent work and a high discipline on the part of the coworkers are necessary.

In contrast to the two above-mentioned leadership styles, **the democratic leadership style** involves its employees in the events. Planning and decisions are made with the agreement of the employee, which leads to high motivation of the employee. The employee can thus identify himself with the company - not only because he is promoted by his supervisor, but also because of his own responsibility.

2.3.2 The "Feminine" Style

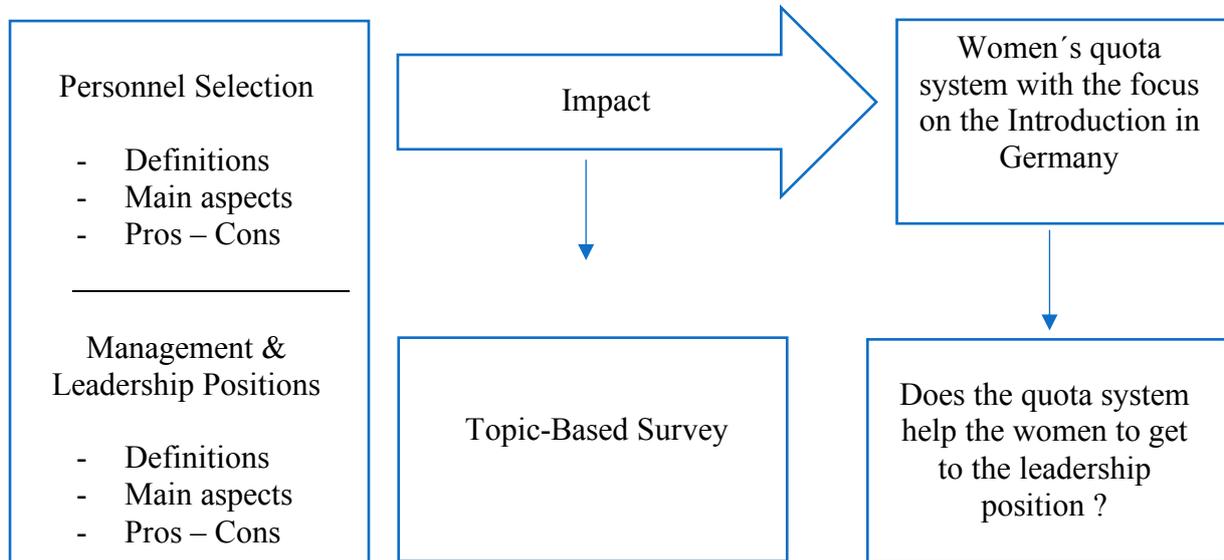
Are there gender differences when it comes to leadership style?

It should first be clarified what the female leadership style means.

Are women, because of their more sensitive nature, unable to run a business or a team? Their democratic nature is probably the reason why women are rarely seen in leadership positions. The authoritarian leadership style, however, loses its reputation, because today's companies focus on skills such as conflict management or communication with the team. For these characteristics, women are generally better off than men, and thus the female leadership style can meet the needs of a corporate leader.

On the whole, there are no differences between the sexes in terms of their leadership style. However, women are more inclined to adopt a positive leadership style because they want to build a certain familiarity with their employees through their nature.

2.4 Conceptual Framework



3. Research Approach

3.1 Research Strategy

The research strategy is based on case studies and archival (i.e. secondary) data collection. The author uses the inductive research strategy because the identified topic problem relates to the Women in Leadership Positions and the Quota System and is specifically limited to the introduction of the quota system in Germany, and therefore the research question based on certain relevant data which have to be answered exactly. These can be explained by archival research. In the deductive research strategy, there is a theory on a fixed hypothesis that needs to be tested, which in turn does not fit the topic, since the topic problem is a recent one and is not usually measurable from the data, as the deductive research strategy suggests.

3.2 Secondary Data Collection

The method archival (secondary) data collection is performed. By definition, secondary data is data that has already been collected by someone else for a different purpose.

Collecting the information previously written about the topic is quite common.

With the help of books, journals and case studies of the concepts, the topic problem was analyzed and given advantages and disadvantages.

3.3 Pros & Cons (In Comparison to Primary Data Collection)

However, the main motivation to use this type of data is that it is less time consuming and cheaper than primary data. On the other hand, it is difficult even impossible to bring in new ideas or theories, because the author is bound to the collected information at this point and has to work on the facts, which is why the development of new theses can not be realized.

3.4 Secondary Data Approach

3.4.1 Quota System

The introduction of women's quotas is one of the tools that seeks to counterbalance women's disadvantage in society, in employment or in politics, according to advocates of such schemes. Women quotas mean that female applicants are given preferential treatment when it comes to assigning jobs, management positions or public office with equal qualifications to men. This applies until a certain percentage (the quota) is reached.

The quota system is divided into two regulations - on the one hand there is the absolute, on the other a relative. An absolute quota system is a criticizable way of quotas, because it is about women being favored just until the women's quota is reached. It can be criticized because apart from their qualifications male applicants are not given a job and are thus discriminated against.

3.4.1.1 *Absolute Quota System*

The absolute quota system is differentiated into a hard and soft quota.

The hard rule is that the number of vacancies for women must be the same as for men. If, for example, eight jobs are to be awarded and three women are given jobs, only three men may be hired. In the same example, there is a different regulation for the soft quota. In this case, four men may be employed in four vacancies, even if only three women have applied for women's jobs.

3.4.1.2 *Relative Quota System*

A relative quota system states that women are preferred to men with equal qualifications until a certain percentage of jobs have been filled by women. Quota regulations are primarily there to equal something. The case is about supporting women in their advancement and in their careers.

3.4.2 The Development of the Women's Quota in Germany

The women's quota or gender quota generally refers to the quota system based on the positions to be filled in a company.

Despite the rise of working women in Germany, women are still significantly less in gainful employment than men.

In 2012, the number of working women between the ages of 20 and 64 was 71.5%. The number of men of the same age was 81.8% (Statistisches Bundesamt (Destatis), 2015).

The aim of this regulation is to equate women and men in the workplace and in society, as there is an underrepresentation of women in the area of top management.

The reason for this rule is that women without a women's quota fail not only in terms of the selection of applicants, but also when it's about to seeing them in the leadership positions. Thereby a discrimination of women against men regarding their gender should be abolished. (Junghans, 2015, p. 1)

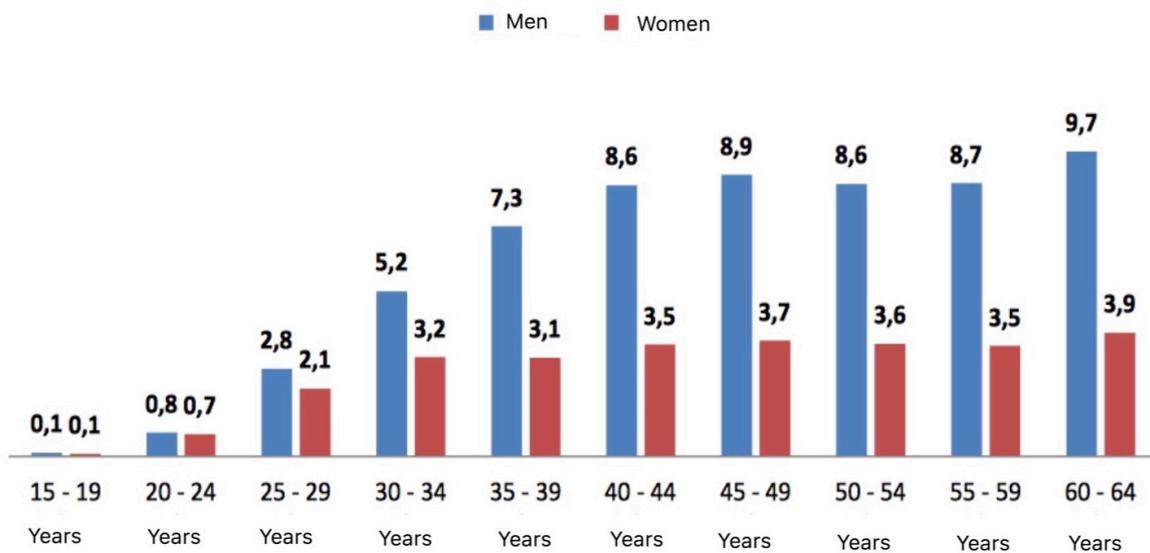


Fig. 1, Federal Statistical Office (Destatis), (2014), Men twice as often as Women in Leadership Positions

In the above figure of the Federal Statistical Office (Destatis), (2014), it can be clearly seen that the men are twice as often as the women in leadership positions. It is particularly noticeable that the difference between women and men between the ages of 20 and 34 is lower than among older workers. There are obviously fewer women in management positions than men.

However, the introduction of the women's quota may lead to discrimination being promoted. Accordingly, women would not get a job by virtue of their qualification but by law.

But the aim of the General Equal Treatment Act is: " To prevent or eliminate discrimination based on racial or ethnic origin, sex, religion or belief, disability, age or sexual identity " (§ 1 General Equal Treatment Act).

Accordingly, if a woman is favored over a man because of her gender, this violates the General Equal Treatment Act. Not only the General Equal Treatment Act sees a violation of the law in this point.

The Basic Law, which forms the basis for parliamentary democracy in Germany, states:

" All the human beings are equal before the law " (§ 1 The Basic Law).

Now the question arises as to whether and how far the quota system may be introduced if it violates the General Equal Treatment Act and the Basic Law. It should be noted, however,

that only equal treatment should take place but no preference.

The disadvantage that has been shaped by the power of men in recent years is to be remedied with the support of the quota system and it should give the women equal rights and advancement in their professional careers.

On March 27, 2015, the Federal Council approved the law introducing a women's quota. Already at the beginning of March, the Bundestag had decided the quota. The 30 percent quota was thus gradually introduced for large companies and the public sector from 2016 onwards.

Equal participation in leadership positions in business and administration should be guaranteed to women and men by law. Employers were thus obliged to take greater account of the underrepresented gender, which is mostly women.

The quota introduced has so-called three pillars as follows:

1. Listed companies that are subject to full codetermination must meet a quota of 30 percent for all Supervisory Board posts to be filled from 2016 onwards. If not achieved, the chairs reserved for the under-represented gender will remain empty. 108 companies are covered by this regulation.
2. Companies that are listed or codetermine must self-prescribe (flexible) female quotas for the Board of Management, the Supervisory Board, senior and middle management and report on progress. This scheme affects around 3,500 companies.
3. There will also be corresponding regulations for the Federal Public Service: The Federal Administration will be obliged to set concrete targets for increasing the proportion of women or men. However, intervention is only possible if there is a structural disadvantage (Press and Information Office of the Federal Government (BPA), 2015).

The government justified its intention with the low proportion of women in leadership positions of German companies and in the federal service. Many studies have shown that mixed teams achieve better results. Nevertheless, women in leadership positions in business and administration are still very low represented. On the supervisory boards, the proportion

was 18.9 percent at the time of the quota introduction and even only 5.7 percent in the executive boards.

It's amazing considering that more than 50 percent of the population is women, and more than half of university graduates are female. Therefore, it can not be explained socio-politically that so few women arrive in the leading positions of the economy and the federal administration.

Three years have passed since the introduction of the women's quota on the supervisory boards.

Accordingly to the German Institute for Economic Research (DIW) (2018), the percentage of women in the executive bodies in which the statutory requirement applies, namely the supervisory board, has actually risen to 30 percent. In the corporate boards, however, has moved almost nothing. Getting promoted to board level for banks and insurance companies is virtually impossible for women.

After the findings of DIW (2018), the Family Minister Katarina Barley (SPD) demanded a women's quota also for the company boards.

Iris Plöger, member of the executive board of the Federation of German Industries (BDI), and Thomas Schlüter the spokesman of the Association of German Banks (BdB), are convinced that diversity in the teams leads to greater success and that the proportion of women in the company boards must continuously be forced. The introduction of a statutory quota for the board members would not be helpful. It would be unconstitutional, as it would put a massive strain on entrepreneurial freedom, especially as more than 80 percent of the boards of listed companies consist of one to three people. This means that the regulation of such microbodies would be disproportionate.

Private studies show that between 2005 and 2016, the proportion of women in non-tariff areas rose from 25% to 32.5%. This was an essential condition for widening the circle of potential candidates for the Executive Board as well as for the Supervisory Board, which fulfilled the special legal requirements for members of corporate bodies of banks, i.e. that a statutory quota wouldn't be necessary.

Family Minister Katarina Barley thinks differently in this topic and said again: "Where self-imposed targets do not work, clear rules are needed. Otherwise nothing will change in the male-dominated executive boards. The German industry can not afford to not use potentials of high qualified women." (Neuerer & Scheppe, 2018)

It is still reported that the proportion of women in management positions is too low. A quota system for all sectors within the company, and not just in the supervisory boards, should ensure equality of women and men in the labor market, thus allowing women to increase their share in top positions.

5 Geschlechtergleichheit

Gleichstellung – Gleichstellung in der Gesellschaft fördern

5.1.b Frauen in Führungspositionen in der Wirtschaft

1. Definition

Der Indikator zeigt den Anteil von Frauen in Aufsichtsräten der börsennotierten und voll mitbestimmungspflichtigen Unternehmen.

2. Daten zur Indikatorreihe

Gegenstand der Nachweisung		Januar 2015	Januar 2016	Januar 2017	Januar 2018
		Anteil der Frauen in % <i>Share of the women in %</i>			
Frauen in Führungspositionen in der Wirtschaft					
Supervisory Board	Aufsichtsrat.....	21,3	23,8	28,1	30,9
	Vorstand.....	4,9	5,9	7,1	8,2

Quelle: FidAR (Frauen in die Aufsichtsräte e.V.)

3. Ergänzende Daten

Gegenstand der Nachweisung	Insgesamt	Frauen	Männer
Anzahl in 1 000			
Führungskräfte.....	816	170	646
<i>Leadership Positions</i>	<i>All members</i>	<i>Women</i>	<i>Men</i>

Figure 2, Federal Office of Statistics (Destatis) (2018), The indicator shows the proportion of women on supervisory boards of listed and fully co-determined companies

The following figure from the Federal Statistical Office (Destatis) (2018) shows the positive development of the proportion of women in leadership positions on the supervisory boards after the introduction of the 30% women's quota. Nevertheless, it is to see that the proportion of the women in leadership positions in generally remains below the proportion of the men in leadership positions.

But what is actually the reason?

Oftentimes, women fail in the selection of staff, since men are generally more willing to take risks. The purpose of the quota system is to create a minimum proportion of women in companies, which allows women to prove their qualifications during the selection process.

4. Data Collection and Data Analysis

4.1 Selected Case Characteristics

The following section is the empirical part of the scientific work. The survey, "Women in Leadership Positions - Quota System", which was created based on this study, begins with an introduction to the topic and then follows with the method description and the procedure.

4.2 Introduction

This introductory chapter describes the implementation of the following survey. Thereby is not only the problem described, but also an objective clarified. This study comprises a total of six chapters and is divided into two sub-studies.

One is a literary research and the other is an empirical investigation.

There is a big discussion about that a legal women's quota, in all leadership positions, should be introduced in order to eliminate inequality in the occupation of the leadership position.

Even today, women are much less in the top floors of a business than men, although there is a similar or equal education of both gender.

Especially at the board level, there is a big difference. In 2010, 97% of the employees in the 200 largest companies in Germany were Executive Board members and only 3% were women.

Not only within Germany are women underrepresented. On average compared to other EU countries, the proportion of women in management positions is significantly lower - in other words, at 30.8%, well below the average of 32.5%. This puts Germany in only 11th place compared to its other EU member states.

For this reason, a survey was conducted in which executives explained their attitudes to women in leadership positions and equality.

4.3 Methodology

The following study was conducted in December - January 2018/19 in Berlin with a survey of 61 women, as part of a Bachelor Thesis for the *Berlin International University of Applied Sciences*, under the direction of the author Azime Tazegül.

4.3.1 Sample: Selection of Respondents

Leaders were interviewed, such as team leaders, area managers, business managers, doctors, school administrators and university deans.

Among others, large, medium and small companies, as well as shopping stores and markets were visited. Some of them are pretty well-known brands.

4.3.2 Methods of Data Collection

An online survey was created in which several questions were asked. The focus was on the perspectives and experiences of the executives in relation to the topic.

During the implementation a simple random sample was drawn because the opinion of all women in leadership positions was important.

4.3.3 Measures: Operationalization of Variables

The taken measures for the study of the survey, which differs itself from the other studies so far, are the sole questioning of women, as male leaders would influence the study through their opinions and stereotypes, and the executives, who do not come from the highest levels of the leadership positions, but are on the middle floors of the leadership positions as they are form the majority of female leadership positions.

4.3.4 Methods of Data Processing and Analysis

As this is an online survey, respondents were asked to open and answer the questions via the link by a mobile device, which was brought. But before, they were informed about the questioning and then they also started to answer directly to the questions.

The survey was anonymous and interviewees were allowed to respond to the language they were most comfortable in articulating and to be able to respond more securely. The questions were also in German and in English. This was very important because the survey had to be clearly analyzed, so clear answers were needed.

At the end, the system autonomously created a percentage of all respondents as a whole to illustrate what the majority's response was. Afterwards there were a diagram created based on the solutions.

The individual questionnaires are printed and bound separately.

Among other things, the study concludes that nothing will change on its own, despite the fact that because of the demographic change there are more women in the labor market than men. Also 74% of women, who are surveyed believe that without supportive measures, the proportion of women in leadership positions will not change. The glass ceiling is one of the reasons, why women have it hard to get into the higher positions. Here, the men are portrayed as the so-called "guardians of the glass ceiling".

According to society and stereotypes, conservative-minded men do not want women in higher positions because they disrupt the already established society of men. Therefore, women try to prove themselves as a lone fighter. The hardness is considered as inappropriate for a woman and she would not be a positive representative for the company if she would tries to be male.

On the other hand, it is claimed that there are too few female candidates for leadership positions because the women choose mostly the family and are against a career.

In addition, women lose their authenticity if they try to take on the role of a man in order to ascend. Thus, it is claimed that gender plays no role, but there is a lack of demand from the woman.

Q7 Is a statutory regulation for a minimum share of women in operational leadership positions
 (Ist eine gesetzliche Regelung für einen Mindestanteil von Frauen in operativen
 Führungspositionen)

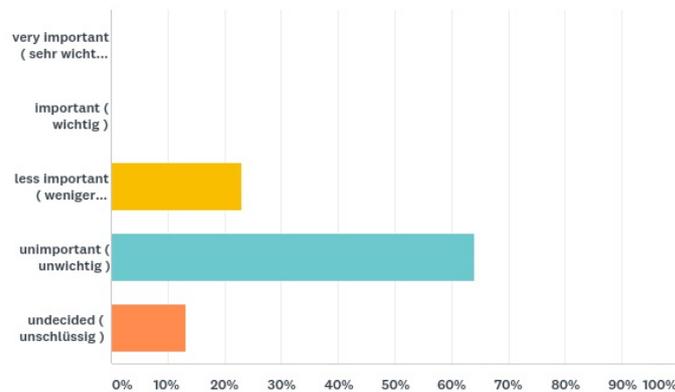


Figure 3, Tazegül, A. (2019), Surveys solution question seven "Women in Leadership Positions - Quota System" (2019)

It is clear from the figure that despite the above-mentioned obstacles, 65% women are strongly opposed to the introduction of the quota system. It was very amazing to see that 0% of women did not want a quota system for women in companies. Thus, the proportion of rejecters is well above that of the supporters.

Although many believe that women should increase the success of a business through their presence and skills, nevertheless, the introduction of a quota system is not supported, otherwise there would be a socially unfair distribution in favor of women.

Nevertheless, it is argued that women and men work together as a team to help a company to be flexible.

So, the inside perspective of a company says that, when a leader is chosen against a woman, even though she is more highly qualified than a man, then a company loses a valuable leader, in the worst case to the competitor.

How good can such a thing be for a company that systematically excludes such a potential based on sex?

The effects on the public are obviously unaware for German companies.

In order to get more women into the leadership positions of a company, women propose not only political but also operational and communicative measures.

Q8 Which of the following do you consider appropriate to give more women the opportunity to get into leadership positions? (Welche der folgenden Punkte halten Sie für geeignet, damit mehr Frauen die Chance bekommen, in Führungspositionen zu gelangen?)

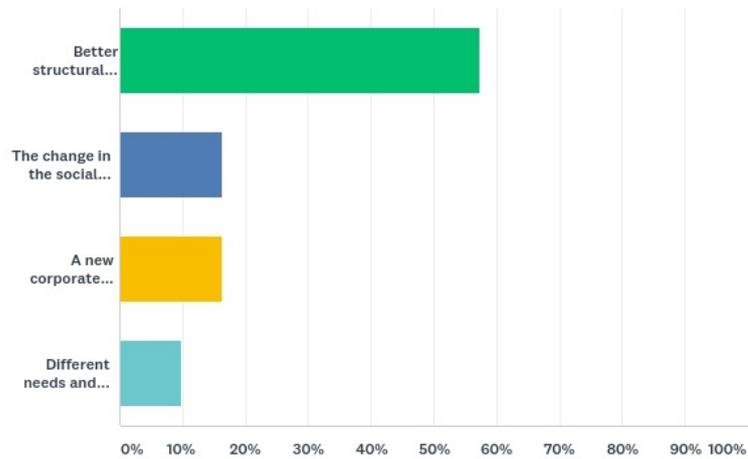


Figure 4, Tazegül, A. (2019), Surveys solution question eight "Women in Leadership Positions - Quota System" (2019)

The reconciliation of work and family life is the first approach that respondents chose when it came to the question, by which kind of measures how to get more women into leadership positions. 60% of women are also convinced of these.

Social awareness and the creation of a new corporate culture - followed by the modern human resources management of a company - also provide important and necessary approaches for a balance of women and men in the leadership position.

Therefore, not only businesses, but also politics and, above all, the public are needed to achieve this goal.

Above all, companies are required to have an operational target agreement in order to increase the proportion of women in leadership positions. This is also supported by 83% of the women. Since this operational target agreement, in contrast to the quota system, is much more strongly supported, it is also clearly preferred by the interviewed executives to a legal regulation.

The background of a woman also plays a role in personnel selection. Many women are successful in managing family and career together and are therefore also satisfied. 56% of

interviewed women in leadership positions can manage to combine children and work. Many people in society think that this kind of interruption (pregnancy) is the reason for the understaffing of women in the higher floors. However, it should be noted that many women in leadership today have stopped working at least once.

Perhaps the pressure that women have to do more than men is one of the reasons why more men find themselves in leadership positions than women. The study found that 90% of women believe that, unlike men, they have to do more to be accepted. Women may find themselves under pressure because they feel they lack the necessary "male" criteria to be a good leader. Therefore, many of the interviewed women feel they need to do more to be accepted as leaders.

In addition, women have higher aspirations than men, which in turn puts pressure on them. They fear that assuming a more responsible position, such as a leadership position, will not be able to cope with the additional burden, and therefore behave more cautiously, as opposed to men who are not exposed to these problems.

However, the family background of a woman still has an advantage - according to another study: "An executive is expected to be married and on average have two children."

A woman should, therefore, if she has decided to take a leadership position, already have the family planning behind.

By educating children, women develop skills that are expected from a suitable leadership position. This statement is based on the fact that a woman can thus deal better with several people, with problem and conflict situations, and thus with a high degree of resilience.

To summarize, women in leadership positions believe that more women are needed in leadership positions. It is argued that women with more diversity and good skills aspire to a position as a leader and want to use it for the company. Equality in the number of both sexes gives the company new perspectives for a good management structure and a good presence in the public.

Therefore, policies and companies should use the operational target agreement to get more women into the top floors and promote the increase - but without a women's quota.

A quota system would mean that a woman was recruited solely on the basis of the quota system and not on the basis of her qualifications.

This would only lead to a weakening of self-esteem and thus harm a woman personally.

5. Discussion

The following section discusses the presented theoretical basics regarding the analyzed study.

Both the theoretical part and the study deal with the issue of women in leadership positions and whether a quota should be introduced in all leadership positions or not.

In order to answer the question of the Bachelor Thesis, the elaborated aspects and differences are now presented.

Women demand fair access to higher positions, as they are still finding it difficult to prove themselves to a HR, even though they are qualified and although they are suitable.

The reason for this is the dominating male world in leadership positions, which does not allow women to gain access to the top floors. The introduction of a quota system should ensure that women are preferred in the selection of staff. An equal number of women and men in the company should thus ensure equal rights and fairness.

However, it should be noted that the quota system discriminates against men. Women would thus be selected by law only - and not because of their qualifications - while men would be disadvantaged because of the women's quota.

The study has taken a close look at the problem of underrepresentation of women in leadership positions and has developed that men and women in leadership positions often agree that there must be more women in leadership positions, but without the quota system!

Both the theoretical section of these Bachelor Thesis and the study carried out and show that women can get on executive level with the support of business and politics.

A degree of self-esteem in the woman should nevertheless be present to achieve the goals.

6. Conclusion

Due to the fact that there is a lower proportion of women in higher floors of companies, it is obvious that intervention by politicians or companies would be necessary to increase the proportion of women.

Different causes are responsible for why the proportion of women in management positions is lower than that of men.

For one thing, the women are already failing in the selection of personnel. Despite demographic change - that there are more women in the labor market who are in part more qualified than men – HR professionals often decide against a woman and for a man because they believe that men are more risk-tolerant and therefore ideally suited to a leadership position.

The introduction of the quota system aims to counteract this problem by obliging companies to fill a statutory percentage with women in leadership positions, especially the absolute quota system, which states that women are preferred until the women's quota is reached.

However, this rate does not go down well - neither in women nor in men.

Men feel discriminated against because of these regulations. Men feel discriminated against because of these regulations.

Such discrimination would actually take place with the introduction of the female quota against men. The fact that women should come by law into management positions violates the General Equal Treatment Act.

Even the women in leadership positions who were interviewed are against a quota system.

Such a regulation makes the women in the eyes of the society worse than they already are.

It would mean that women would only get higher status through the law and not through their qualifications.

The self-esteem of the woman is further weakened, which in turn means that she is not recognized in the male domain of the top floors.

However, the target agreements of the companies are seen as more positive. Businesses should themselves be responsible for getting more women to higher floors without a law being agreed.

Another reason is that women can not stand the balancing act between work and family life. A family would take a lot of time and energy, so the woman would not be able to take on a leadership position. However, the study shows that women, despite having families with children, are well able to reconcile both.

Although the women are sensitive people, but only by their biological properties more resilient, so they would master both family and work very well. To give a woman the role of a housewife is discriminatory.

The above-mentioned study also showed that 59% of the interviewed women in higher positions have children, and therefore a reconciliation of family and work for women is quite possible.

In addition, the study shows that a larger proportion of women in leadership positions not only eliminates the gender imbalance, but can also bring new impulses and perspectives to the team.

That one of the gender performs better than the other is not true, because the competencies and educations are the same.

It's all about complementing each other with their skills, qualifications and experience to get the very best out of productivity.

However, women without children also fail in the selection of personnel. Personnel fear that women without children in the future have the desire to give birth to a child, and thus would fail.

A break of this kind would cost a company a lot of time, effort and, above all, money, as it would then have to look for new employees.

At the End, we come to the Result that, given all these aspects, the legal quota system does not bring any benefits to women.

The qualifications and skills of a woman should make her successful in the labor market.

Rather, companies should be careful to employ equal numbers of women and men in leadership positions.

In doing so, they not only increase productivity, but also promote the image of the company - without any gender discrimination in any way.

In addition, women often decide against a career leap themselves, because they believe they are not up to the job of a leader.

Therefore, it is concluded that a women's quota does not bring any benefits in terms of women's choice of management positions. It was only on the part of companies and men to accept the women.

Sure, the women actually benefit from the women's quota and reach the management positions easier.

That means, like the Research Question of the Bachelor Thesis: " Does the Quota System help the women to get to the Leadership Position? " - The quota system helps women, but whether they are more respected and valued is a very different problem, which unfortunately can not be answered.

Businesses need to hold themselves accountable and educate their employees about the importance of diversity.

Even introduce programs that involve all employees and thereby enhance or strengthen their social skills. And the women at the same time learn to present themselves better and maybe even overcome their fears.

7. Limitations and Future Suggestions

The study was much easier to investigate with the secondary data collection. However, looking at the study of " Women in Leadership Positions - Quota System ", it was an involved task to explore objective sources and books that could help with the analysis. Therefore, there are some repetitions that should be avoided.

Finally, the effort was made to make the whole study as objective and understandable as possible.

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