



Relationship between the female management profile, market orientation and organizational performance. Validation of a measuring instrument

Relación entre el perfil directivo femenino, la orientación al mercado y el rendimiento de la organización. Validación de un instrumento de medición

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Abstract

The management profile with a gender perspective has been studied considering the sociodemographic characteristics of women, analyzing the competences and abilities or from an entrepreneurial orientation approach; however, few studies have delved into the explanation of constructs that condition the female managerial profile, such as human capital and social capital. Even less is explained the relationship of this profile with variables such as market orientation and organizational performance. For this reason, this paper aims to demonstrate the results of the development and validation of an instrument for measuring the relationship of three variables. For this purpose, a quantitative methodology was used, through a non-experimental design, a census of 190 female managers was carried out in hotel companies in the cities of Sucre and Potosí in southern Bolivia. A Likert scale survey was applied with 41 items; the data were processed through an exploratory factor analysis and a reliability analysis in SPSS version 22 software. The results obtained demonstrated the theoretical and empirical validity of the instrument; In this way, an adequate instrument was obtained to get information on the three variables and the relationship between the female management profile, market orientation and organizational performance was validated.

Resumen

El perfil directivo con enfoque de género ha sido estudiado tomando en cuenta las características sociodemográficas de las mujeres, analizando las competencias y habilidades o desde un enfoque de orientación emprendedora; sin embargo escasos estudios han profundizado en la explicación de constructos que condicionan el perfil directivo femenino como son el capital humano y el capital social; menos aún se explica la relación de este perfil con variables como la orientación al mercado y el desempeño organizacional. Por ello el objetivo de este artículo es desarrollar y validar un instrumento de medición que explique la relación entre estas tres variables. Con este fin se usaron métodos cuantitativos a través de un estudio no experimental, se aplicó una encuesta de escala Likert con 41 reactivos a 190 mujeres gerentes y/o propietarias de la industria hotelera en las ciudades de Sucre y Potosí en el sur de Bolivia; los datos fueron procesados a través de un análisis factorial exploratorio y un análisis de fiabilidad en software SPSS versión 22. Los resultados obtenidos demostraron la validez teórica y empírica del instrumento; así se obtuvo un instrumento adecuado para obtener información sobre las tres variables y se validó la relación entre el perfil directivo femenino, la orientación al mercado y el desempeño organizacional.

Keywords | palabras clave

Gender, management profile, validation, instrument, relationship, market orientation, organizational performance, factor analysis.

Género, perfil directivo, validación, instrumento, relación, orientación al mercado, desempeño organizacional, análisis factorial.

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1. Introduction

Few studies deal with the managerial profile with a gender perspective, some studies give priority attention to the sociodemographic characteristics of women (Morales, 2011; Matteo, 2012), in other investigations, the profile is analyzed based on the innate competencies and those acquired (Echeverri, 2015; Torrejón, 2016) it is also suggested that the managerial profile depends on internal and external conditions faced by women who develop their companies (Álvarez et al., 2017). Other authors point out that it is conditioned by the entrepreneurial orientation and that to achieve success in entrepreneurship it is important to strengthen managerial training in women. (Veciana et al., 2005; Sánchez et al., 2021).

Managers shape the market orientation and therefore this profile affects the company's performance. In this sense, the relationship between market orientation and the profile of female managers is direct (Behrens & Patzelt, 2016; Berkhout et al., 2016). Market orientation is considered a complementary asset that contributes to improving company performance (Flores et al., 2016; Lomberg et al., 2017; McKelvie et al., 2018). But in addition, the profile of managers has a direct and positive relationship with organizational performance (Alsos & Ljunggren, 2017; Baù et al., 2017).

This study aims to validate an instrument for measuring the relationship of the three variables: the female managerial profile, market orientation, and organizational performance. For this purpose, a statistical validation of an instrument applied to female managers in the hotel industry was carried out in two heritage cities in southern Bolivia.

The article begins with the definition of each of the analyzed variables and the description of their respective dimensions. This work is divided thusly: first, the Information on previous theoretical studies that support the studied relationships is briefly shown; then the methodological strategy, the results of the study, the discussion, and finally the conclusions are presented.

1.1. *Female manager profile*

Human and social capital influence the female managerial profile since they contribute to the achievement of autonomy and independence of women (Veciana et al., 2005; Lojpur et al., 2015; Bizri, 2017; Orlandini, 2020) and contribute towards organizational performance. Other studies such as that of Medina et al. (2021) state that there are no positive effects on organizational results if the use of practice configurations in human capital management is considered, those statements are based on the Lepak and Snell model.

In this study, the management of human capital is not considered, but rather its development by female managers. In this sense, authors such as Alsos and Ljunggren (2017) point out that there is a gender gap in the use of these capitals: women have a greater aversion to risk, make intensive use of social capital and develop their human capital less.

Human capital is understood as the general and specific experience that is stored and can be used according to the degree of instruction (Morales & Pineda, 2015; Huggins et al., 2017; Lu & Herremans, 2019). The measurement scale used for human capital is based on the studies of Millán et al. (2014). As human capital is acquired, it is important to take learning into account in its analysis. This is understood as the set of strategies used to update or improve both the general and specific experience (Arias et al., 2014). The measurement scale used to measure learning is from Gómez et al. (2015).

Social capital is considered an asset that, together with physical, human, and natural capital, contribute to sustainable economic development (Aedo et al., 2020). From the point of view of the company, social capital is considered a network of relationships that benefit the development of organizations (Ventura & Quero, 2012; Aldana & Bernal, 2019). Its influence on the female managerial profile has to do with the family role and the administration of the home due to the burden that the care of children represents for women, which is known as binding social capital, and with the development of alliances and networks that motivate and encourage the development of organizations led by women, the so-called social capital that builds bridges (Liñán & Santos, 2006; De la Mora et al., 2020).

For the measurement of social capital, the combination of two scales has been considered; one used by Liñán and Santos (2006) and the other scale developed by Kantis et al. (2001), adjustments have been made in relation to the context of the object of study.

1.2. Market orientation

The studies by Narver and Slater (1990), on the one hand, and Jaworski and Kohli (1993), on the other, are considered the first to define market orientation. Since the 1990s, it has been a new form of organizational development through which strategies are geared towards satisfying the needs and tastes of customers. According to Jaworski and Kohli (1993), the market orientation paradigm is based on the assumption that firms win and sustain a competitive advantage if they are aware of the changing needs of the market. Its definition is made up of three constructs: customer orientation, competitor orientation, and cross-functional coordination.

The study of the relationship between the female managerial profile and market orientation is scarce. There are three relationship approaches, the first dating from the 80s affirm that management requires a profile with the intention of responding to the needs of consumers as a precedent for the company to be market-oriented (Hambrick & Mason, 1984; Webster, 1988). The second approach explains that market orientation requires a profile with a lower degree of risk aversion in the face of changes in consumer needs (Narver & Slater, 1990; Jaworski & Kohli, 1993).

A third approach is the one that studies the actions of the company based on a profile that uses the experiences obtained from previous actions. The perceptions that management has about the importance of certain factors that generate sustainable advantages are determinants of the degree of market orientation (Bucktowar et al., 2015; Berkhout et al., 2016; Behrens & Patzelt, 2016). The three approaches discussed above show a positive relationship between the managerial profile and market orientation.

For the measurement of market orientation, there are two already validated scales: 1) Narver and Slater (1990), which is known as MKTOR and measures the degree of consumer orientation, the degree of ability to relate to the market and its capacity for innovation and 2) The measurement scale of Kohli and Jaworski (1990) called MARKOR based on a behavioral approach, which measures the generation of intelligence or information, the dissemination of information and the response capacity of the organization. In the case of this study, an appropriate combination of both scales is used.

1.3. Organizational performance

Organizational performance is understood as the financial growth of companies measured through indicators such as return on investment, assets, and period earnings; can be defined taking into account the volume of sales and market share (Bucktowar et al., 2015; McKelvie et al., 2018; Medina et al., 2021) is also measured through the

perception of the manager on comprehensive growth of the company (Ospina & Pérez, 2013; Ynzunza & Izar, 2013; Flores et al., 2016).

Studies on the relationship between organizational performance and the female managerial profile are divided into two groups: those that take into account the profile based on entrepreneurial orientation in a generic way and those that specifically take into account women as managers or owners of companies.

The former takes into account the concept of entrepreneurial orientation understood as the role that the owner/manager has as the main actor in the company since he/she is generally the founder of the company, knows the organizational processes, and is in charge of all routine activities (Morris et al., 2006; Wiklund et al., 2011). These studies, in turn, are separated into two streams: those that indicate that the relationship is not significant and that is based on financial indicators such as ROE (Shrader et al., 1997; Lee & Tsang, 2001; Carter et al., 2003; Darmadi, 2013) and those who have found a highly significant relationship use indicators such as growth in sales, employment, and productivity (Smith et al., 2006; Flabbi et al., 2014).

Among the latter are the studies by Alsos and Ljunggren (2017) and Baù et al. (2017) that incorporate the variable age and experience in the professional career as a determinant of organizational performance, noting that women often become much more involved in their careers after the end of motherhood and when work experience has been acquired, thereby increasing self-confidence and fostering the growth of the company.

To measure organizational performance, the scale used takes into account the perception of the businesswoman about the growth of the level of sales, profits, and profitability (Khedhaouria et al., 2015); the perception of environmental management in order to reduce costs and, in the medium term, increase its financial value (Hobson & Essex, 2001) and the perception of investment in corporate social responsibility activities that increase the value and the profitability of the company (Kang, 2010).

2. Materials and method

The applied methodology is quantitative approach, non-experimental design, and all female managers and/or owners in the hotel industry were considered as a population, constituting a population of 85 % of the total hotel businesses existing in two cities in southern Bolivia: Sucre and Potosí. For the study, 190 women who voluntarily agreed to participate in the application of the survey were counted.

The instrument is structured in the first part; it inquires about general data of the hotel company such as changes in income from services, number of employees, hotel seniority, number of beds, and average number of beds occupied per month.

A second part collects information on the businesswoman such as age, years of general experience, years of specific experience, level of training, marital status, number of children, members of her family, shared contribution to family income.

The third part measures the three variables of the study through a 5-point Likert scale, 1 = "strongly disagree" to 5 = "strongly agree" where the value 3 is interpreted as a neutral point.

The validation of the instrument was carried out in three stages: the first stage is related to the pilot test in which 50 surveys were applied without any comprehension problem in the questions. The second stage was exploratory and in it, the sustainability of the factorial structure of the items that constitute the three variables studied was determined: the female managerial profile, market orientation, and organizational performance. For this, a construct validity analysis (exploratory factor analysis) was carried out, using the principal component method and varimax rotation, under the

assumption that the instrument's factors are independent and the distributions are normal (Hair et al., 1999; De la Fuente, 2011).

Once the factorial structure of the instrument had been determined, the reliability of the scale was calculated, in general, and for each of the resulting factors. Said reliability was established using Cronbach's alpha statistic (α).

To access the information, each of the hotel businesses included in the study was visited, consent was requested to administer the questionnaire, and the confidentiality and privacy of the data and information provided were guaranteed. The fieldwork was carried out from December 2017 to July 2018.

For the statistical analysis, a database was created in the IBM SPSS program (version 22), which was used for the exploratory factor analysis and the calculation of the reliability coefficients.

3. Results

3.1. Content validity

The questionnaire was presented to two expert professionals in order to collect suggestions about the writing of the items. Considering the respective recommendations, we proceeded to make changes in some items regarding the form of expression and also to reduce some items. The total number of the original questionnaire was 78 items then they were reduced to 41 according to the content validity: 14 items to measure the female managerial profile; 12 items to measure market orientation and 15 items to measure organizational performance. The final items are presented in Table 1.

Table 1. Items of the instrument

Code	Items
PF1	My skills contribute to the development of new market opportunities for the service provided by my hotel
PF2	My skills positively and directly affect customer satisfaction
PF3	My skills and abilities allow a better response to new customer demands
PF4	I have skills and abilities that have been adapted to the particular needs of the company
PF5	If I am not aware of any aspect related to my duties, I do not hesitate to receive training in this regard.
PF6	I frequently propose new ideas and introduce novelties in my work
PF7	I continually explore the environment to gain new perspectives
PF8	I encourage my work team to question the way of doing things.
PF9	I modify strategies and objectives quickly according to what the competition does
PF10	I integrate new knowledge acquired from the competition
PF11	The moral support of my relatives (parents, siblings, partner) encourages me to perform well in my position within the company
PF12	I receive support to reduce my family burden (childcare and domestic activities) to better fulfill my functions in the company
PF13	I receive support from NGOs to develop my business
PF14	I receive support from the State to develop my business

Código	Ítems
OM1	My actions in the company emphasize customer satisfaction
OM2	I make a lot of effort to understand clients' needs
OM3	I frequently measure customer satisfaction
OM4	My work is based on a strong commitment to clients
OM5	We respond quickly to the actions of the competition
OM6	I share the strategic information of the competition in my company
OM7	I analyze the strengths and strategies of the competition
OM8	My work team knows the market information
OM9	My hotel has competitive advantages over the competition
OM10	In the company, we share customer information between the different departments
OM11	The different departments communicate constantly
OM12	All departments contribute to increasing value to customers
DO1	Our earnings from service sales have been very good in the last three years
DO2	Our earnings have had a considerable increase compared to the previous year
DO3	We have changes in profit margins compared to the previous year
DO4	Our profitability has been better than last year
DO5	Our return on investments last year has been higher compared to that of our main competition
DO6	Our profit last year has been better compared to that of our main competition
DO7	Our market share last year has been better compared to that of our main competition
DO8	Our sales last year have improved compared to our main competition
DO9	The products used to provide the service are ecological
DO10	We do proper management of solid waste
DO11	We have water and energy-saving practices
DO12	The customer is facilitated environmental collaboration within the establishment
DO13	We have formal and explicit donation procedures to the community
DO14	We have policies against discrimination and equal opportunities
DO15	We have alliances with social organizations

3.2. Construct validity

Subsequently, in order to verify the construct validity (factorial structure) of the instrument, an exploratory factor analysis was performed with the principal component method and varimax rotation. Then the results of the data adequacy tests for this type of analysis were analyzed, obtaining the results shown in Table 2.

Table 2. Bartlett Measure and Kaiser-Meyer-Olkin sphericity test of sampling adequacy

Detail		Female profile	Market orientation	Organizational performance
Kaiser-Meyer-Olkin measure of sampling adequacy		0,830	0,840	0,886
Bartlett's test of sphericity	Approx. Chi-squared	1654,437	1382,958	2740,936
	Gl	91	66	105
	Sig.	,000	,000	,000

For the female profile variable, there is a Kaiser-Meyer-Olkin (KMO) index of 0.830; a significant Bartlett's sphericity test ($X^2 = 1654.437$; $df = 91$; $p < 0.001$); for the market orientation variable, the indicators were Kaiser-Meyer-Olkin (KMO) of 0.840, a significant Bartlett sphericity test ($X^2 = 1382.958$; $gl = 66$; $p < 0.001$), and finally for the organizational performance variable the Kaiser-Meyer-Olkin (KMO) of 0.886, a significant Bartlett's test of sphericity ($X^2 = 2740.936$, $df = 105$, $p < 0.001$). In all cases the KMOs were greater than 0.8, this represents a good validity of the instrument (Hair et al., 1999). (Table 2).

Taking the Kaiser-Guttman criterion (Eigenvalues > 1) for the inclusion of factors in the factorial solution, and in the case of the items that represent factor loadings ≥ 0.30 (Table 3), taking into account the dimensions of the three studied variables, the result was a solution made up of nine factors that explain more than 60 % of the variance (Table 4).

Table 3. Matrix of rotated factor and value of communalities (h²)

	Factor									h
	1	2	3	4	5	6	7	8	9	
PF1		.757								.646
PF2		.820								.716
PF3		.855								.783
PF4		.674								.571
PF5	.587									.477
PF6	.706									.621
PF7	.804									.722
PF8	.643									.513
PF9	.797									.657
PF10	.826									.708
PF11			.315							.328
PF12			.339							.378
PF13			.980							.999
PF14			.830							.729
OM1					.729					.556
OM2					.716					.560

	Factor									h
	1	2	3	4	5	6	7	8	9	
OM3					.666					.577
OM4					.876					.798
OM5						.730				.646
OM6						.794				.680
OM7						.816				.798
OM8				.624						.486
OM9				.438						.508
OM10				.736						.582
OM11				.880						.801
OM12				.887						.839
DO1							.815			.709
DO2							.927			.895
DO3							.803			.708
DO4							.891			.822
DO5									.533	.867
DO6									.611	.927
DO7									.642	.946
DO8									.582	.862
DO9								.754		.601
DO10								.792		.663
DO11								.749		.596
DO12								.723		.575
DO13								.639		.429
DO14								.565		.329
DO15								.645		.493

Table 4. Total variance explained

Female manager profile									
Factor	Initial eigenvalues			Square load extraction sums			Rotation sums of squared loadings		
	Total	% of variance	% accumulated	Total	% of variance	% accumulated	Total	% of variance	% accumulated
1	5.968	42.626	42.626	3.924	28.026	28.026	5.007	35.761	35.761
2	1.839	13.135	55.761	2.975	21.249	49.276	1.892	13.514	49.276
3	1.513	10.807	66.568	1.394	9.955	60.338	1.793	12.810	60.338

Orientación al mercado									
Factor	Initial eigenvalues			Square load extraction sums			Rotation sums of squared loadings		
	Total	% of variance	% accumulated	Total	% of variance	% accumulated	Total	% of variance	% accumulated
4	5.365	44.710	44.710	4.990	41.583	41.583	2.882	24.021	24.021
5	2.059	17.155	61.866	1.753	14.608	56.191	2.584	21.531	45.551
6	1.351	11.258	73.124	1.089	9.076	65.266	2.366	19.715	65.266
Organizational performance									
Factor	Initial eigenvalues			Square load extraction sums			Rotation sums of squared loadings		
	Total	% of variance	% accumulated	Total	% of variance	% accumulated	Total	% of variance	% accumulated
7	7.485	49.897	49.897	6.881	45.876	45.876	5.155	34.367	34.367
8	2.949	19.661	69.558	2.811	18.738	64.614	3.698	24.653	59.020
9	1.076	7.173	76.731	.731	4.874	69.488	1.570	10.469	69.488

3.3. Instrument reliability

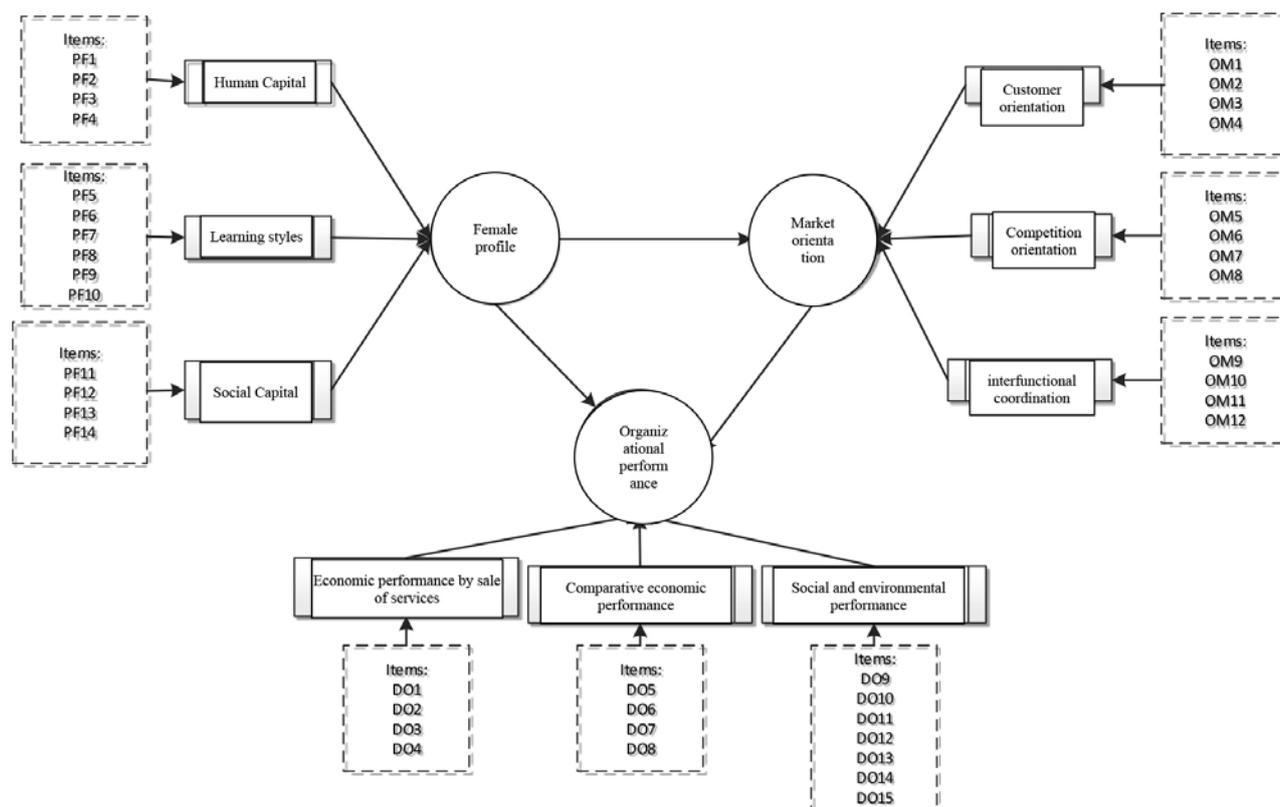
The reliability analysis was carried out through the calculation of Cronbach's Alpha, the result is 0.93 for the scale in general, which is interpreted as an instrument of acceptable internal consistency. The results for each of the factors also show the reliability of the instrument (see Table 5).

Table 5. Reliability coefficient for each factor and the scale in general

Variables	N° of elements	Cronbach's alpha	rho_A	Composite reliability	Average extracted variance (AVE)
Female profile	14	0,88	0.889	0.887	0.613
Market orientation	12	0,86	0.863	0.861	0.608
Organizational performance	15	0,86	0.859	0.858	0.548
Full scale	41	0.93			

Based on the results of the previous exploratory analysis, the theoretical measurement model of the relationship of the three variables considered was built, each constituting the first-order factor with its corresponding dimensions (see Figure 1).

Figure 1. Theoretical measurement model resulting from the validation of the instrument



To finish the validation of the instrument, through a conclusive analysis the indicators of goodness of fit of the model were obtained (Table 6).

Table 6. Goodness-of-fit indicators

Indices	Saturated model	Estimated model
SRMR	0.067	0.067
Chi squared	360.338	360.338
NFI	0.789	0.789

Table 6 shows the RME (Standardized Root Mean Square Residual, SRMSR) test that shows that the fit is optimal with a value of 0.067 less than 0.08; the IAN Normed Fit Index (NFI) with a low value typical of small samples (Ullman, 2006).

4. Conclusions and discussion

Regarding construct validity and internal consistency, the questions or items show adequate discriminatory power to be used in similar populations. In the case of the variables of market orientation and organizational performance, a grouping of items close to the scales theoretically proposed for market orientation of Narver and Slater, (1990) and Jaworski and Kohli (1993) and of organizational performance de Hobson and Essex (2001), Kang (2010) and Khedhaouria et al. (2015) is observed.

Market orientation is measured through three factors: customer orientation, competition orientation, and inter-functional coordination, which explain 65.27 % of the variance resulting from the extraction process by the main component method.

For organizational performance, the resulting scale includes three factors: economic performance from the sale of services, comparative economic performance, and social and environmental performance, these factors explain 69.48 %.

In the case of the female profile variable, a new structure has been built based on three theoretical pillars: human capital, adapting the scale of Millán et al. (2014); learning styles based on the scale of Gómez et al. (2015) and social capital adapting the scale of Liñán and Santos (2006) and Kantis et al. (2001), the factor analysis indicates that these three factors explain 60.34 % of the total variance.

The values obtained for both content validity and construct validity and internal reliability reveal that the instrument meets the minimum requirements of the applied statistical tests; that is, it is valid and reliable.

There is a consistent factorial structure with items that adequately measure the three variables for small samples.

It is provided theoretically and empirically with the development of an instrument that measures the relationship of the managerial profile, market orientation, and organizational performance with a gender perspective.

The practical implications of the results of this study refer to 1) The application of the instrument and its analysis to measure the relationship of the three studied variables in any other business context. 2) Measurement of the female managerial profile taking into account not only the sociodemographic variables that determine their characterization but also analyzing social capital and human capital. 3) Generate information to improve the management of companies run by women.

The new lines of research that could be established based on the findings of this work may be focused on the application of the instrument to obtain conclusive studies regarding the comparison between the female and male managerial profiles, taking into account the relationship with customer orientation, market, and organizational performance, it also opens the possibility of studying the relationship of the three variables in industries other than the hotel industry.

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