Plotting Psychological and Cultural Characteristics of the Clientelism Phenomenon Among Female Managers: A Systematic Review Based on Wright's Model

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Abstract

The purpose of the present study was to identify the psychological and cultural characteristics, underlying the phenomenon of clientelism among female managers. The research population enfolded 105 articles that were published in specialized and scientific databases over the past decade on the promotion of female managers and related fields. The research sample subsumed 27 articles which were selected via purposive sampling procedure based on thematic monitoring, theoretical saturation of data, and data collection. Research data was collected from qualitative analysis of the documents under study. By analyzing the data, the plotting psychological and cultural characteristics of the phenomenon of clientelism among female managers were organized into two dimensions: cultural (including reduced social capital, unhealthy social networking, weak organizational culture, rent seeking, inefficient employment and supervisory system) and psychological (including negative emotionality, self-centeredness, weakness in recognizing individual potential, and insufficient professional belonging and commitment).

Extended abstract

Introduction: Today, financial and technological resources are not the only advantages of organizations, but having talented and capable people can compensate for the lack or deficiency of other resources. In other words, human capital is the most important part and asset of the organization and is very important for achieving the long-term goals of organizations. Among these factors that play a significant role in the lack of motivation of employees and the marginalization of meritocracy is politicization and excessive use of political mechanisms in the wrong way, which has been mentioned in various sources as a pest in the path of continuous improvement and development of employees and human capital. One of the procedures and strategies derived from this politicization and, in fact, one of the forms of political corruption in the public sector is clientelism. Clientelism is depicted as the economic and socio-political support of powerful supporters of a political system for followers who lack power resources, and this is consistent with the pleasant definition of clientelism as an exchange relationship between unequal individuals, on one side of which are government leaders who distribute power resources and on the other side, individuals who lack power resources. Clientelism could have its roots in cultural and psychological issues, organizational and social culture not only shapes the behavior of managers but also determines whether and how managers act as patrons. Cultural aspects, such as collectivism, power distance, gender roles, and learning culture, have a significant impact on managers' supportive behavior. Understanding these factors can help organizations design policies and programs that improve the support and development of individuals and guide organizational culture towards inclusion and justice. From a psychological perspective, supportiveness, which means managers' continuous support for subordinates for their personal and professional growth, is influenced by various psychological factors, including the level of self-efficacy belief, leadership style, emotional intelligence and emotion regulation, and the tendency to cooperate in a destructive or constructive way. Among the most common forms of political corruption in the public sector is clientelism, which entails numerous challenges in various aspects of professional, personal, and social life, so the purpose of the present study was to identify the psychological and cultural characteristics, underlying the phenomenon of clientelism among female managers.

Method: The research population enfolded 105 articles that were published in specialized and scientific databases over the past decade on the promotion of female managers and related fields. The research sample subsumed 27 articles which were selected via purposive sampling procedure based on thematic monitoring, theoretical saturation of data, and data collection. Research data was collected from qualitative analysis of the documents under study.

Results: By analyzing the data, the plotting psychological and cultural characteristics of the phenomenon of clientelism among female managers were organized into two dimensions: cultural (including reduced social capital, unhealthy social networking, weak organizational culture, rent seeking, inefficient employment and supervisory system) and psychological (including negative emotionality, self-centeredness, weakness in recognizing individual potential, and insufficient professional belonging and commitment).

Conclusions: According to the findings, it could be concluded that clientelism in the organization depends on personality, organizational, cultural, and organizational procedures, and these matters should be considered for change in this field. the presence of women in management fields has been increasing in recent years, and on the other hand, women are more exposed to poverty and gender discrimination than men, and social norms can sometimes have a greater impact on women's access to and desire for empowerment. Therefore, addressing the psychological and cultural aspects underlying the phenomenon of clientelism can lead to greater awareness in this field and help prevent it in individual and social areas.

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