



“Being a man here is so easy”

How a masculine or feminine organizational culture affects men and women in building and experiencing developmental networks

Kimberly van Ooijen

S1114409

Master thesis Communication Studies

Supervisors

Dr. S. Janssen

Prof. Dr. M.D.T de Jong

29-10-2020

Abstract

Purpose: Women are still underrepresented in top management of organizations, especially among sectors with a masculine organizational culture. Instead of focusing on affirmative actions, this study offers a deeper understanding of the constructs that may underlie this gender inequality. Offering an alternative perspective when giving insights into the motives and choices men and women make in building and experiencing their developmental network when working in a masculine or feminine organization.

Method: Semi-structured interviews were conducted to examine developmental networks of 36 male and female employees working in a masculine or feminine organizational culture. Thereby analyzing the experience of organizational fit and gender differences in the network based on size (total number of developers), diversity (the degree to which developers stem from different social spheres), and multiplexity (variety and type of support provided per developer).

Results: Results indicate that employees were influenced by organizational culture when building and experiencing developmental network. Even though working in a specific organizational culture itself changed the developmental network already, the experience of this developmental network changed even more when no organizational fit was achieved. Thereby resulting in different motives for men and women to make other choices than their peers in the opposite organizational culture.

Conclusions: This study offers a different perspective on the underrepresentation of specific gender in top management within masculine and feminine organizations. Compared to existing literature, this study provides a comprehensive picture of motives that proteges have when (conscious and unconscious) selecting developers in their developmental network when influenced by organizational culture. Thereby offering new insights to the dependencies of mentoring relationships. Where other scholars mainly examined individual mentoring relationships in organizational context, this study shows the dependency of other mentoring relationships by analyzing the developmental network altogether. Understanding the extent to which developmental support is influenced by organizational fit can be used to enhance the protégés' developmental network. If acknowledged by the organization, it can manage the process effectively and offer additional support and resources. Supporting more equality in top management of specific organizational cultures.

Keywords: Developmental networks, gender, organizational culture, organizational fit

Table of contents

Abstract	2
1. Introduction	4
2. Theoretical framework	7
2.1 Developmental networks	7
2.2 Organizational culture	10
2.3 The relationship between organizational culture and developmental networks.....	17
3. Method.....	19
3.1 Context and Sample	19
3.2 Data collection.....	20
3.3 Data analysis	25
4. Results	27
4.1 Organizational fit.....	27
4.2 Developmental networks	30
4.3 Developmental networks of men and women influenced by organization culture	39
4.4 Experience of the developmental network	43
4.5 Developmental networks influenced by organization culture	50
5. Discussion	54
5.1 Main findings	54
5.2 Theoretical contribution	54
5.3 Practical implications	56
5.4 Limitations and suggestions for future research.....	56
5.5 Conclusion.....	57
References	58
Appendix: Interview scheme (Dutch)	61

1. Introduction

In 2015 the Dutch minister of education, culture, and science (OCW), Jet Bussemaker, extended the act of “gender quota” for over 4900 organizations in The Netherlands. This act stated that both the executive board and the supervisory board of organizations should contain at least 30 percent women. This way minister Bussemaker tries to support equality between men and women in management positions, as female representation currently lags behind (Rendement, 2015).

Many organizations still do not meet this gender quota and therefore women are still significantly underrepresented in the (top) management of organizations (Kantelberg, 2017). This despite the evidence that the “pipeline to the top” is well supplied and that women exhibit managerial skills and styles associated with organizational success in business (Dezso & Ross, 2012). Nevertheless, based on regulatory filings from the Female Board Index 2015 firms, the percentage of top management positions occupied by women has risen only gradually. In 2013 when the act was introduced, there were only 7.4 percent women in top management and this only minimally increased to 9.6 percent, the point when the act was extended in 2015 (Ross, Dezso, & Uribe, 2015). In 2020, Equilap executed a study in which they assessed hundred Dutch leading companies on workplace equality. One of their main findings is that within those companies there are more CEOs named Peter (five) than female CEOs (four out of 100).

This raises the question, how come women are still underrepresented in the top management of organizations?

This study focuses on three main concepts that play a significant role in influencing the opportunities of employees to advance their careers. First, gender in relation to the organizational context. This is an important antecedent in career success, as the compatibility that occurs when individual and organization characteristics are well-matched (Ballout, 2007). OCW figures show that women are particularly underrepresented among sectors with a masculine organizational culture, like for example the financial sector and the construction industry. By contrast, women hold far more than 30 percent of the management positions in the healthcare and education sector, which are considered organizations with a feminine organizational culture (Graydon, 2016). This significant difference between masculine and feminine organizations demonstrates the significant effect organizational culture has on women and men and their career success (Kantelberg, 2017). Existing literature is focused on individual characteristics and organizational fit, and is therefore very static (Bretz, Boudreau, & Judge, 1994). It is not considered how an employee could develop and adjust to certain organizational environments. This approach also offers a different perspective on the current measures that are taken. Instead of only focusing on equalizing gender in management positions by affirmative actions, this study offers a deeper understanding of the motives and choices men and women make in building and experiencing their developmental network when working in a masculine or feminine organization.

Second, career success is not only determined by your individual characteristics in relation to the organizational context, but mentoring relationships play an important role too (Young, Cady, & Foxon, 2006). Various studies show that peer support and mentoring are considered crucial for the career success of men and women and that it influences the way people achieve their goals (Cotton, Shen, & Livne-Tarandach, 2011; Fagenson, 1989 ; Higgins, 2000; Scandura, 1992; Young, Cady, & Foxon, 2016) Moreover, several studies represent the perspective that individuals do not turn to only one organizational member for career support as the traditional mentoring approach suggests, but that they receive assistance from multiple sources within a network (Cotton, Shen, & Livne-Tarandach, 2011; Higgins & Kram, 2001; Whitely, Dougherty, & Dreher, 1991). However, only limited research has yet examined the structures of these networks. As developmental networks vary based on size, diversity and multiplexity, it is interesting to analyze how these elements are affected by individual characteristics and organizational environment.

Third, literature shows the significant effect that developers have on the career mobility, opportunity, recognition, satisfaction, and promotion scales of their protégés, if the mentoring support fits their protégés' needs (Ballout, 2007). Mentoring relationships and the need for support are experienced differently depending on gender (Cornwall & Lindisfarne, 2016). Nevertheless, very little research has yet focused on the different types of support that are provided and looked for by men and women and how that might provide explanations for their different career success. The limited studies that are available focus mainly on quantitative research, therefore motives to choose specific support is not yet explained (Cornwall & Lindisfarne, 2016; O'Brien & Kessler, 2010; Paulin, 2007; Poschmann, 2016).

As a well-constructed developmental network and a fitting organizational culture can influence career success, it is interesting to analyze how those components interrelate. Also, the need for support is experienced differently by men and women, hence it is also interesting to study how organizational culture may affect those differences in gender. Therefore, to understand how organizational culture influences the developmental network structures based on size, diversity and multiplexity and how this is experienced differently for men and women, the following research question will be addressed:

“How does working in a masculine or feminine organization affect the way male and female employees build and experience developmental networks?”

To answer this question several sub-questions are constructed:

- *How do men and women experience working in a masculine or feminine organization?*
- *How are developmental networks of men and women built based on size, diversity and multiplexity within a masculine or feminine organization?*
- *How do men and women experience their developmental network when working in a masculine or feminine organization?*

Mentoring relationships remain an important issue and understanding the extent to which mentoring is influenced by gender and organizational culture can be used to enhance the protégés' developmental network and therefore career opportunities. If acknowledged by organizations, they can manage the process effectively and offer appropriate support. This cannot be done unless we expand our understanding of these mentoring relationships and how gender and organizational culture influences the building and experiencing of developmental networks. In this study, interviews are conducted with men and women working in a masculine and feminine organization providing insights in the motives of building and experiencing developmental networks. This is a necessary step in closing the gap in mentoring research and thereby providing new opportunities in closing the gap of gender equality in organizations.

2. Theoretical framework

Within this section known literature on developmental networks and organizational culture is analyzed to draw conclusions on the relationships between these two main concepts of this study.

2.1 Developmental networks

Since Higgins and Kram (2001) conceptualized mentoring as a developmental network, research in this area has flourished. During the past decade, mentoring research has shifted from a traditional dyadic focus, examining support provided in a single mentoring relationship, to examining a “constellation” of several people from different life domains; a “developmental network” (Higgins & Kram, 2001; Kram, 1985).

Within the first studies on developmental networks, only a set of “traditional” mentors were represented, however later it was stated that this displayed a narrower range of people than developmental networks in reality include (Baugh & Scandura, 1999). More recent studies show that developmental networks can consist of a much broader range of people. Developmental relationships can originate from inside and outside the organizations, containing for example colleagues, family and friends (Stainback, Kleiner, & Skaggs, 2016). Developers can emerge from multiple levels and departments within an organization, or diverse environments outside the organizations like sports clubs, university clubs or family spheres (Mezias & Scandura, 2005). Therefore, the conceptualization of a developmental network is broadened to being a multiple mentoring network in which developers originate from different environments (Stainback, Kleiner, & Skaggs, 2016).

Different definitions are used in literature to describe developmental networks. Dobrow et al. (2012) described them as “groups of people who take an active interest in and action toward advancing a protégé’s career”. In addition, Hsu (2017) addresses the importance of diversity of the developmental network by stating that in order for your network to be effective it must include a balance of contacts inside and outside the organization, varying in hierarchical level and demographics. Therefore, within this research developmental networks are defined as:

All people inside and outside the organization who have taken an active interest in as well as a strong commitment to advance your career by assisting with your personal and career development. Including people who have acted on your behalf, provided you with information, career opportunities, advice, or psychosocial support or with whom you have regularly spoken regarding difficulties at work, alternative job opportunities, or long-term career goals.

Developmental networks are considered valuable for achieving a variety of career outcomes ranging from promotion, career advancement to a greater job satisfaction and a desirable work-life balance (Higgins & Kram, 2001). It can help protégés to create clarity about their career identity and develop positive attitudes about work and organization (Jaques, 2018). Also, it

promotes positive interpersonal relationship, as well as the enhancement of the overall wellbeing and self-esteem of the protégé (Hsu, 2017).

Protégés are assembling their developmental network consciously and unconsciously to keep up with their organizational standards and achieve personal goals. Protégés seek for different types of developmental networks (Hsu, 2017; Singh, Ragins, & Tharenou, 2009). To distinguish developmental networks, different developmental structures can be defined (Cotton, Shen, & Livne-Tarandach, 2011).

2.1.1 Developmental network structures of men and women

Developmental networks vary, and therefore can be distinguished, based on size, diversity, and multiplexity, which is shown in Figure 1.

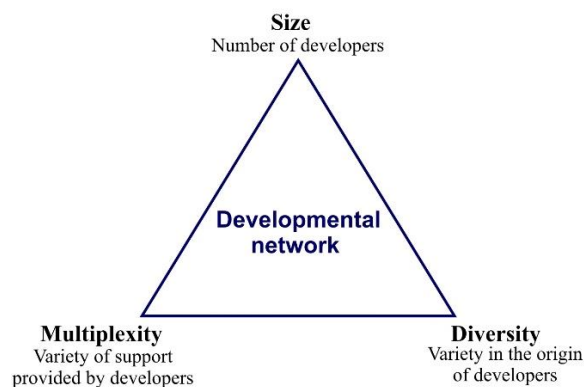


Figure 1. Developmental Network Structures

Size

The size of a developmental network refers to the number of developers that an individual receives support from, it underlies how many opportunities a person has to access important social resources. A larger developmental network results in more opportunities, which implies a higher availability of different career, role modeling and psycho-social support. In line with this, several scholars have shown that larger networks lead to higher career outcomes (Cotton et al., 2011; Higgins & Thomas, 2001; Murphy & Kram, 2010)

Literature shows that women tend to have a bigger social network than men, as they place more value on relationships with others (Ajrouch, Blandon, & Antonucci, 2005; Carter 2014; Moore, 1990; Shaw et al., 2006). Whereas men are less socially connected and place high value on content-bound relationships with their developers, and therefore need less developers. In addition, women express the need for more developers as they gain a variety of support from different developers (Ibarra, Carter, & Silva, 2010).

Diversity

Diversity is the variety of developers within a developmental network, it is the degree to which a relationship is originated from different social systems (Dobrow, Chandler, Murphy, & Kram,

2012). Previous research focused mainly on developmental relationships within the organization, where diversity emerges from various work units, organization functions and departments (Gersick et al., 2000; Seibert et al., 2001). However, recent studies have shown that also developers from outside the organization, for example family, friends, or business contacts, contribute to career success (Dobrow et al., 2011; Higgins & Thomas, 2001; Jaques, 2018; Murphy, & Kram, 2011).

The higher the diversity and therefore the less similar and interconnected the developers within a network are, the less repetitive the information and resources are they provide (Higgins & Kram, 2001; Poschmann, 2016; Seibert et al., 2001). Therefore, a diverse developmental network is more likely to offer a broader range of support, which will positively affect career success (Dobrow et al., 2011). In line with this argumentation, Cotton et al (2011) has shown that relationships with people from multiple work units, organizational functions, and departments indeed lead to higher career outcomes.

The developmental world of men is developed mostly inside the center of their profession so focused on developers within the organization. Within developmental networks of women there is also a huge focus on developers outside that center, coming from social spheres like family and friends (Higgins & Kram, 2001). Both men and women, prefer to interact with similar others to create trust and communication comforts within their developmental network (Poschmann, 2016). Men are more interested in male developers, while women are more likely to choose female developers in their network. Literature states that building a network with same gender ties are crucial for intelligible information and create role-modeling effects. In addition, it provides high amounts of career and psychosocial support, which leads to higher career outcomes (Dobrow, Chandler, Murphy, & Kram, 2012). The need for role modeling for women is bigger than for men. Women tend to consider a role model as valuable for achieving goals and see role models as a reflection for their career potential (Higgins & Kram, 2001). Studies show that both male and female proteges benefit from a diverse network, as this allows various information perspectives and different types of support (Cotton et al., 2011; Dobrow et al., 2011; Gersick, Dutton, & Bartunek, 2000).

Multiplexity

The multiplexity of a network refers to the variety of support provided by each developer within the developmental network (Cotton, Shen, & Livne-Tarandach, 2011). Therefore, it analyzes the combination of career, psycho-social, and role modeling support the developer provides, depending on the support protégés seek within their mentoring relationships. Based on their goals, proteges strategically chooses a developer that offers the desirable balance and amount of support for the best outcome (Dobrow, Chandler, Murphy, & Kram, 2012). Hence, multiplexity gives insights into the richness and value of a developmental relationship (Cotton, Shen, & Livne-Tarandach, 2011). Multiplex relationships that offer a broad range of support are most likely to have the biggest impact on a protégés' career success, as these relationships can encourage work satisfaction and optimism, as well as a higher efficacy, remuneration and promotion (Cotton et al., 2011; Dobrow et al., 2011).

Literature shows a difference in the multiplexity of developmental networks between men and women. Women tend to turn to other women for psycho-social support, but receive more career support from men as it is mentioned that there are often not enough highly professional women that could provide them with career support (Higgins & Kram, 2001; Ibarra, 1993; McKeen & Bujaki, 2007). Women most likely do not receive all different types of support in high amount from only one developmental relationship, therefore tending towards more uniplex networks. While in contrast, men, who have a higher accessibility to same-gender developers in organizations are more likely to receive various support from one developer (Ibarra, 1993; Poschmann, 2016).

Despite consistent findings of gender differences in developmental networks, one of the most serious critiques of current research is that no comprehensive perspective on developmental networks and women's careers has been offered (Dobrow, Chandler, Ibarra & Smith-Lovin, 1997; Murphy, & Kram, 2012; Carter, 2014). Based on the different network structures mentioned before, literature shows that developmental networks of men and women vary in size, diversity, and multiplexity. However, there is still a gap in literature as protégé's motives to consciously and unconsciously build and experience their developmental network is still unknown. This theoretical gap ties directly to the need for additional research, exploring how and why relationships origin differently for men and women (Gersick, Dutton, & Bartunek, 2000; Hsu, 2017).

2.2 Organizational culture

The term organizational cultures entered the academic literature by Pettigrew (1979) and has been researched repeatedly ever since. Organizational culture is often explained as “the way we do things around here”, and is defined by the human relations within the organization (Schwartz & Davis, 1981). There is still no consensus about its definition, but most authors agree on a definition with the following characteristics:

organizational culture is a pattern of beliefs and expectations shared by the organization's employees. These beliefs and expectations produce norms that powerfully shape the behavior of individuals and groups in the organization. Organizational culture encompasses the values and behaviors that contribute to the unique social and psychological environment of an organization (Barney, 1986).

Organizational culture is often built based on different structures, which will be elaborated later in this report. Within these structures, a distinction can be made in masculine and feminine oriented elements within the organizational culture, that signals a gendered organization (Chattopadhyay, Tluchowska, & George, 2004).

2.2.1 Gender differences within organizational culture

Defining whether an organization is gendered helps to understand the relationship between gender and organizational relationships (Mumby, 2013). A gendered organization is described as the meaning and identity of the organization that is patterned through a distinction that is

made in masculine and feminine organizational structures (Chattopadhyay, Tluchowska, & George, 2004).

Important when defining an organization as gendered, is that gender is not seen as an organizational variable that can be isolated and studied separately from other organizational phenomena. Rather, gender is seen as an integral of daily organizational life. Gender is neither seen as an individual variable nor as a stable feature, as gender is subjective to change (Connell 1987; West & Zimmerman 1987). For example, in the past 100 years what counts as feminine and masculine has altered considerably as the norms for gender-appropriate-behavior have shifted over time. For instance the phrase “Women leader” is not the oxymoron as it was 50 years ago, however, a “man-leader” is not recalled, which indicates that the term leader is still heavily gendered (Mumby, 2013). Gender in organizations is often obvious to casual observers, although there are great variations in the patterns and extent of gendered organizations (Acker, 1990).

Many occupations, and therefore the organizations that represent these occupations, are gendered, hence coded as either masculine or feminine (Knafo & Sagiv, 2004). Gatton, DuBois & Faley (1999) published a researched listing organizational occupation as either feminine, masculine, or neutral. Occupations like nursing and primary school teachers are gendered as feminine, while airline pilots, bank managers, and engineers are coded as masculine. This, of course, does not mean that women cannot work in a masculine organization, on the contrary many women do work in such organizations. However, as the organizational roles themselves are gendered, it results in employees having particular expectations placed on them by the organization and the people around them (Mumby, 2013).

A good example described by Mumby (2013) is that on the one hand a female airline pilot must work harder in her organizational culture to be equally competent as her male colleagues. A pilot is seen as coolly, rational, professional, in control, and paternalistic, which results in a masculine organizational culture in the flight industry (Ashcraft, 2005). While on the other hand from a teacher it is asked to convey warmth, nurturance, and attentiveness, creating a feminine organizational culture. Therefore, men need to work harder to prove their competence. It can be assumed that men experience less natural fit when working in a feminine organization, as by nature they are considered to be less nurturing and attentive (Mumby, 2013).

Employees “do gender” (West & Zimmerman, 1987), thereby enabling the understanding of how people are constantly engaged in performance of gendered identity. This gender identification is mainly influenced by organizational culture. “Doing gender” encompasses everything, from the way people dress to how people create relationships, as well as the meanings people construct (Mumby, 2013). As doing gender is influenced by organizational culture, this affects the extent to which an employee acts more feminine or masculine. As men and women need to adjust to work within a certain organizational culture, it might result in changing their natural behavior to fit in with the organization. Employees must fit the label to do their job and be appreciated. Research showed that women are still significantly underrepresented in the (top)management of organizations (OCW, 2015). This despite the

evidence that women exhibit managerial skills and styles associated with organizational success in business (Dezso & Ross, 2012). Women are particularly underrepresented among sectors with a masculine organization culture, like for example the financial and construction industry. By contrast, women hold far more than the Dutch minimum of 30 percent of the management positions in the healthcare and education sector, which are considered feminine organizational culture (Graydon, 2016). It is stated that women have a better biological fit in the feminine organizational context and men in the masculine organizational context, as they both tend to express similarities in characteristics in this specific organizational context.

As career paths of men and women are clearly influenced when working in a feminine or masculine organizations, it is meaningful to research the deeper constructs behind these differences (Acker, 1990). Employees behavior is influenced to fit a specific organizational culture, therefore it is interesting to examine how employees are influenced in building and experiencing their developmental network when working in a specific organizational culture. Especially considering the differences in men and women when working in a masculine or feminine organization, as those variables indicate the clear differences in management positions of gendered organizations.

2.2.2 Organizational culture structures

To distinguish masculine and feminine organizations, one can use the different organizational structures to indicate to what extent the organization is gendered. As shown in Figure 2, there are seven organizational culture structures described in literature to analyze gender of an organization (Gherardi 1994; Grulati & Puranamm, 2009; Hofstede, 1983; Williams, Muller & Kilanski, 2012). These seven structures are considered to create a significant predictor to indicate whether an organization is considered masculine or feminine.

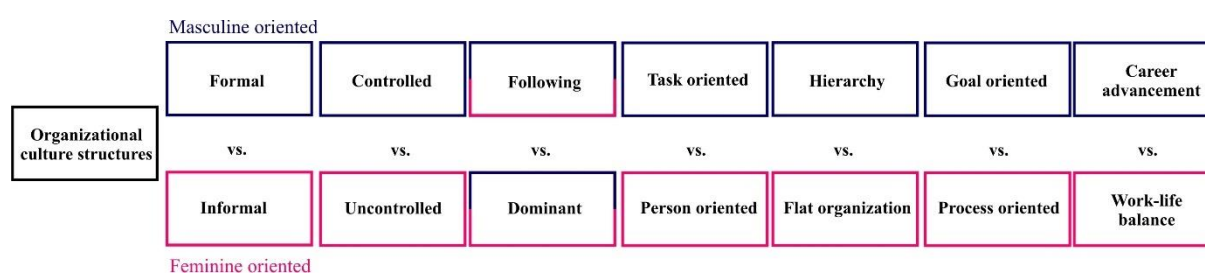


Figure 2. Structures of organizational culture

1. Formal vs. informal

A formal organization can be defined as an organization type in which the job of each employee is clearly defined and whose authority, responsibility, and accountability are mainly fixed (Williams, Muller, & Kilanski, 2012). However, an informal organization culture is formed within the formal organization. Within an informal organization, there is a network of interpersonal relationships, people interact with each other using mainly informal communication and responsibilities are flexible. Formal and informal as an organizational element can respectively be linked to masculine and feminine organizational cultures. The goals of formal and informal organizations differ, as within a formal organization the purpose essentially lies within the ultimate objective of the organization, whereas within an informal

organizational culture the main objective is just as well to satisfy employee's social and psychological needs (Acker, 1990). This reflects into the gender of the organization: within a masculine organization, employees tend to seek for career success and are therefore more focused on authority and one's own responsibility, whereas in feminine organizations employees are more focused on the social objectives (Williams, Muller, & Kilanski, 2012).

An example is given by Hofstede (1983). Within feminine organizations, sharing is more common as group processes are seen as more important than personal results (Hofstede, 1983). Information is shared to achieve a group effort as more value is placed on interpersonal relationships, than on achievements. Employees in a feminine organization prefer an informal working environment on the organizational level, as well as on a personal level. In contrast, masculine organizations focus more on status and appearance. Information is shared on the organizational level when necessary, however, personal details are less shared with co-workers as the focus is primarily on work performance (Hearn, 2017).

When relating the formality of the organization to the type of support that can be found within the organization it might be assumed that within a more formal organization, the focus is on career support as the aim of the organization is to achieve its main goals and personal results. To do well in a formal organization one has to grow mainly professionally. Within an informal organization, it can be assumed that the focus is more on psycho-social support, as sharing is more common and group processes are more important than individual results.

2. Controlled vs. uncontrolled

Within a controlled organization all restrictions originate from rules and regulations, whereas the uncontrolled organization operates mostly based on norms, values, and beliefs. In an uncontrolled organization, restrictions are created by what is accepted by others, rather than what is written down.

Within a masculine organization, rules and regulations are determined by the top-level management. Masculine organizations have their own set of rules, regulations, and policies expressed in writing. The job of each employee is fixed. Roles, responsibilities, authority, and accountability associated with the job are clearly defined to control them. It creates a strict and controlling environment coming from management (Gulati & Puranam, 2009). Employees in a masculine organization are more logical, analytical, and impersonal in their judgments, a right or wrong is based on what is stated in rules and regulations regardless of the social consequences (Goby, 2006).

Within feminine organizations control comes from colleagues. Employees can create their own way of working and are not controlled by regulation. Rules are just guidelines, therefore control is unwritten and defined by acceptance of the working environment. One might say that control within a feminine organization is based on feelings, oriented towards values and emotions in judgments (Sternberg & Zhang, 2014). Employees perceive something as right or wrong based on how they relate to it emotionally. One comes to decisions by weighing the relative values

and merits of the issues and thereby relying on an understanding of personal and group values (Goby, 2006).

When relating the type of control to the type of support that can be found within the organization, it might be assumed that within a more controlled organization the focus is on career support. There are clear rules and regulations which must be followed, therefore someone that follows the rules will advance in their career. An employee will be reviewed based on their career skills and is therefore in need of career support. Whereas within the uncontrolled organization those rules are vaguer. Just performing on professional level will not meet the standard, as next to that you are reviewed based on norms, values, and beliefs. There is no right or wrong, just what is accepted by others in the organization as sufficient, therefore it might be assumed that the focus is more on psycho-social support.

3. Following vs. dominant

Organizations containing a certain organizational culture contain dominant or following employees. Most of the literature focusing on gender in relation to dominance state that within feminine organizations employees are dominant (Fagenson, 1990; Hofstede, 1983; Phillips, Nentwich & Kelan, 2014; Wilson, 2017). Decisions are made together and ideas can be executed based on an idea of a higher-manager or a new intern. Hierarchy is limited, if the idea is accurate, all employees have an equal right to introduce and execute it. Within a masculine organization, decisions are made within the hierarchy (Wilson, 2017). If a manager introduces an idea, employees need to follow. Input is tolerated, but when a decision is made the manager prevails. Employees in masculine organizations are bound by a hierarchical structure, whereas within feminine organizations employees are seen as equal (Nentwich & Kelan, 2014).

On the contrary, scholars also analyzed that dominance can be interpreted differently. Gherardi (1994) explains that within a masculine organization dominance is seen as employees want to excel themselves and outshine their peers. Therefore, employees are dominant and show their opinion strongly, and when hierarchy is not present, employees tend to be dominant. Whereas in a feminine organization, employees tend to respect others' interpretations and try to compromise to fulfill the needs of the group (Gherardi, 1994). Therefore, when measuring dominance, it is important to analyze the reasoning behind a certain structure to assign it as either masculine or feminine.

When relating the dominance of the employees within the organization it may be assumed that when an organization is dominant there will be less focus on support at all. As the employees do not want to share their knowledge and ideas neither on a professional level as on a social and personal level. The dominant employees want to outshine their other peers and therefore are less likely to give support to their other peers or seek support from them. It is still possible to receive support, but only from employees higher or lower in the organization as they have a different status and therefore do not need to be exceeded (Gersick, Dutton, & Bartunek, 2000).

Within an organization with less dominant employees, it will be more likely that all the employees will seek and get support within the organization. The main goal is to fulfill the need

of the group rather than achieve your own and therefore sharing knowledge is key, either on professional or on personal level. Whether the organization is considered dominant or not is not likely to affect the types of support that are given to the less dominant employees. The dominance of the organization will presumably influence the diversity of developmental networks, for example choosing someone from a different hierarchy or someone outside the organization.

4. Task-oriented vs. person-oriented

Organizations can be structured placing more focus on the human capital or focusing more on the task. Within a feminine organization relationship and a pleasant work environment is important, the task is considered less important than the person executing the task.

Within feminine organizations, it is important to work with people that are convenient for the job and fit the social sphere of the group. Exceptions on task results are made easily within the job if it improves the working environment (Buschmeyer, 2013).

Within a masculine organization, it is important to get the job done, therefore working with an adequate person is preferred. The task must be executed at its highest achievable result, therefore an employee is chosen for a task based on its capabilities. Employees in a masculine organization prefer to work hard, sometimes at the expense of the social working environment. Whereas within a feminine organization an employee can be chosen because of his or her social skills instead of capabilities, which may result in an outcome that is not optimal (Buschmeyer, 2013). Employees within a masculine organization strive to show they work hard, are outstanding at doing their job, and achieve goals. The best employee is the norm, and there is praise for excellence (Hofstede, 1984). Masculine organizational cultures emphasize competitiveness and achievement orientation, whereas feminine cultures prioritize feelings, empathy, and employee involvement (Arikan & Enginoglu, 2016). Therefore, the best reputation an employee could receive in a feminine organization is performing where one considers the social consequences.

When relating the task or person orientation of the organization to the type of support that can be found within the organization, it might be assumed that within person-oriented organizations the focus is on psycho-social support as the aim of the organization is on personal contact and the wellbeing of the employees. Whereas within a task-oriented organization it can be assumed that the focus is more on career support, as the main goal of the organization is to achieve career tasks. To achieve those tasks the career support will be most sufficient.

5. Hierarchy vs. flat organization

The organizational structure can vary between a flat organization and an organization executing a strong hierarchy. Within a feminine organization, it is described that men and women should be modest, therefore status is less important. However, within masculine organizations there exists a hierarchical structure, which determines a logical authority relationship and follows a chain of command. The communication between two employees is mostly through planned channels and titles and promotions are the focal point (Acker, 1990). A clear hierarchy is often seen and failing is no option as it damages the reputation and status of the employee. Status

products are used to profile themselves, e.g. expensive cars and large or separate office spaces. Within a feminine organization, communication is informal, therefore an employee approaches the CEO just as easily as their social peers. As equality is a key element within feminine organizations, they are often seen as a more flat organization (Williams, Muller, & Kilanski, 2012).

When relating the hierarchy of the organization it may be assumed that when an organization has a strong hierarchy there will be a bigger focus on role modeling support. Within a hierarchic organization role models are clearly visible, if you are good at your profession you will be higher in hierarchy. Therefore seeking role model support is a logical way of mentoring as most employees within the company want to advance their career to gain status. However, when there is no hierarchy and every employee is seen as equal, pursuing a role model is less likely and the focus will be more on the overall support from different employees.

6. Goal oriented vs. process oriented

Organizations can operate goal or process oriented. In goal orientation the goal itself is the target at all costs. Within a process-oriented organization, the quality of the process is just as, if not more, important as the goal itself. If the goal itself is not met, but the quality of the process is guaranteed, the organization considers this as a success (Kozlowski, et al., 2001).

Within feminine organizations, an excellent working process is the norm. Whenever the process is aligned with the employees, the result is less important. In contrast, within a masculine organization, the best outcome is the norm, there is praise for excellent results, at the expense of all (Kozlowski, et al., 2001). Therefore, masculine organizations are goal oriented. The appreciation model of the organization is based on personal targets instead of group targets as seen in feminine organizations. When an employee meets a certain target, regardless of the process, it is rewarded a personal bonus. Therefore there is a competitive atmosphere to reach the goals and process quality is negligible (Dobrow, Chandler, Murphy, & Kram, 2012).

When relating the goal or process of the organization to the type of support that can be found within the organization it might be assumed that within a more goal-oriented organization the focus is on career support as the aim of the organization is to achieve main goals at all cost. If one is supported professionally than the chance of achieving the goal will grow. Whereas within a more process-oriented organization it can be assumed that the focus is more on psycho-social support, as not the result but the process is key. If the goal is not achieved but everyone grew on a personal level during the process it might still be seen as successful and therefore it is more likely that sharing is more common and group processes are seen as more important than individual results.

7. Career advancement vs. work-life balance

Within different organizations employees are seen successful under different circumstances. Hofstede (1983) explains that within a feminine organization cultural relationships and quality of life are important. Employees are considered heroes when they manage a well-proportioned work-life balance. However, within a masculine organizational culture challenge, earnings,

recognition, and advancements within the company are considered important. An employee is considered a hero if he or she makes extra hours and the focus lies within the job. It is expected that employees within masculine organizations are assertive and ambitious to be successful within the firm. Therefore within feminine organizations, a proper work-life balance is accepted, whereas within masculine organizations, taking a day off or asking for free time shows shortcoming (Buschmeyer, 2013).

When relating the ambition within the organization to the type of support that can be found within the organization it might be assumed that within an organization where work-life balance is more important, the focus will be on psycho-social support. Employees need to find a right balance of work and their social life and therefore they need to reflect how they as a person can grow within the organization without losing their personal identity. Whereas in an organization in which ambition lies within the company the social support becomes less important and the career support matters to advance in their career.

2.3 The relationship between organizational culture and developmental networks

Both, organizational culture, and developmental networks influence employees and their career success. Only limited studies provide insight into the relationship between contextual factors of the organizations and developmental networks (Dobrow, Chandler, Murphy, & Kram, 2012). The organizational context of a protégé can affect developmental network structures and their content (Cotton, Shen, & Livne-Tarandach, 2011). For instance, if protégés cannot find the support they seek within their organization, they are more likely to look for developers outside the organization. This fit within their organization is also related to the gender of the employee, as it is stated that women tend to fit better in a feminine organizational culture. Protégés seek for certain characteristics, for example feminine elements like person orientation. If this developer is not available within an organization, protégés might select a developer outside the organization or settle with a developer within the organization that lack those characteristics. This may result in different developmental networks for men and women in different organizational cultures (Higgins, 2007; Poschmann, 2016).

In addition, people in certain industries or professional contexts may benefit from specific types of developmental networks (Higgins, 2007). For example, organizations with clear hierarchical career paths that emphasize upward mobility will profit from senior-status developers who can provide the protégé with increased visibility and sponsorship (Higgings & Thomas, 2001). And within organizations where hierarchy is not important and the scope of work is based on processes instead of targets, one might profit more from developmental network support from peers (Baker & Lattuca, 2010). Current literature confirms this and suggests that the optimal support a network provides varies by context (Baker & Griffin, 2010). Scholars state that an “optimal” developmental network is different for men and women, it is interesting to analyze whether the optimal support a network provided in a certain context is different for men and women (Ibarra, Carter, & Silva, 2010).

Factors related to organizational culture that could influence developmental network structures

and content are notably absent in the literature. Applying this perspective enables scholars to address such issues in which individual-level characteristics of protégés like their own needs and motives shape the developmental networks of which they are a part of. As well as how the protégé is influenced by the organizational culture in which they are working. It affects the developmental networks to the extent to which the contextual organizational factors associated with developers, such as the norms and values of their organization, influence the creation of developmental networks differently for men and women.

Doing gender is influenced by context, therefore gender influences are identified in organizational culture (Mumby, 2013). As men and women create different developmental networks, it is interesting to analyze when and why changes are made within their developmental network choice. Men and women need to adjust their behavior to fit within a certain organizational culture, hence it is interesting to study how developmental networks of men and women are influenced by the organizational culture.

3. Method

This study provides in-depth insights to understand why developmental networks are built and experienced differently by men and women and how this is influenced by organizational culture. As organizational experiences are subjective and motives to build and experience developmental networks are sensitive to specific contexts, a qualitative research method was used. This gives a thorough insight into the motivation for seeking a certain developmental network and how this might be influenced by organizational context.

3.1 Context and Sample

Organizations have been selected based on two criteria. First, to enhance the chance of a company having a specific organizational context, the main profession of the organization was defined as masculine or feminine in previous literature. Second, based on the available company information the organizational culture structures had been confirmed as either masculine or feminine. To reduce the likelihood that a company was biased in its organizational gender, two feminine organizations and two masculine organizations had been asked to participate in this study, as illustrated in Figure 3.

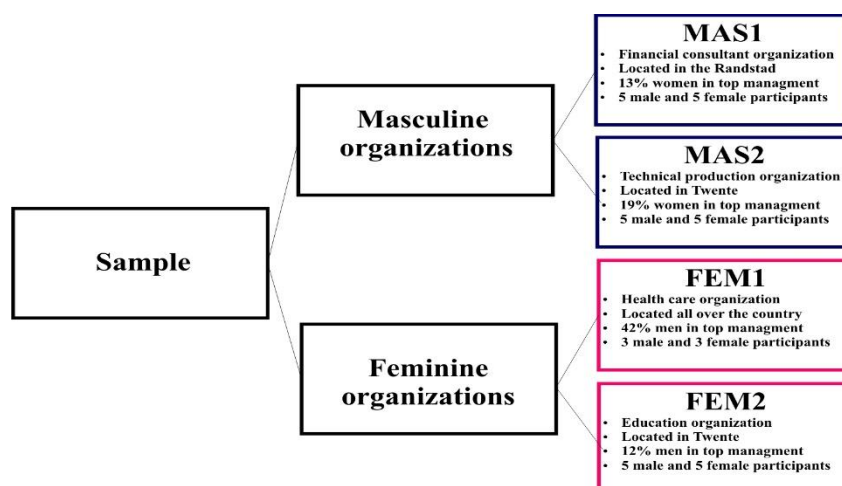


Figure 3. Overview of the sample selection

Organization 1 (referred to as MAS) was a financial consultant organization operating internationally. The organization contained over 4000 employees and the head office of the organization was located in the Western part of the Netherlands (in Dutch: “de Randstad”). Organization 2 (referred to as MAS2) was a technical production organization. This organization was located in the Eastern part of the Netherlands (in Dutch: “Twente”) and started over 100 years ago as a small family business. Over the years the company had developed and has grown into a major player in its industry, with their head office located in Twente. Organization 3 (referred to as FEM1) was a health care organization for children with special needs. A company containing over 5000 employees that operated all over the country.

Organization 4 (referred to as FEM2) was an educational organization located in Twente, for which over 2000 employees were working.

The aim was to select 10 participants per organization creating a total of 40 employees. Participants had to meet three selection criteria to participate. First, to create resemblances in organizational ambition and developmental networks, the basis of their education must be comparable. Therefore, all participants held a bachelor's degree or higher to assure a similar educational background that shapes employees' beliefs and attitudes. As a second requirement only people within an employment relationship in the main occupation of the organization could participate. Therefore, the CEO, genitor, or receptionist were not taken into account as their organizational network will be created differently and this would have added influence which could potentially bias the results (Tichy, Tushman, & Fombrun, 1979). Third, to compare the differences between men and women, it was aimed to select at least three women and three men at each of the four participating organizations. The gender of the other four participants per organization had been left open and was filled based on the availability of employees to participate in the research. In total 40 employees had been selected to participate. Half of the participants were women, and the other half of the participants were men. Due to illness and a work crisis within organization FEM1, four initial participants could not participate. Therefore, in total 36 employees participated: 18 women and 18 men, varying in age from 24 till 59.

Participants had been sampled using several strategies. First, a purposive sampling technique was used. Employees known by the researcher had been contacted to participate if they fulfilled all requirements. Subsequently, snowball sampling was used. Contacted people were not only asked to participate themselves, but also to invite other colleagues in their organization to join this study. Requests to participate were sent to company email lists, as well as personal contacts within the organization.

3.2 Data collection

A qualitative research method was used, to give a thorough insight into the motivation for seeking a certain developmental network and how this might be influenced by organizational context. As organizational experiences are subjective and motives to build and experience developmental networks are sensitive to specific contexts, qualitative research was preferred. Interviews were used to gain in-depth answers and provide the opportunity for additional responses. To study the organizational culture in-depth, a repertory grid had been used to measure the experiences of the organizational culture of men and women. Also, developmental networks had been mapped graphically to gain insights into the value of these developmental relationships.

3.2.1 Semi-structured interviews

A semi-structured interview approach was used as it suits the identification of individual perceptions of a phenomenon. Semi-structured interviews provide freedom for the participants to express their views in their own terms and allows two-way communication between researcher and participant. It provides the opportunity to evaluate the validity of the

participants' answers by observing non-verbal indicators, which is particularly useful when discussing sensitive issues (Barriball & While, 1994).

On average, an interview was approximately 1 hour. In total, the interview duration was 38 hours, 14 minutes, and 51 seconds.

3.2.2 Analyzing organizational culture

To analyze the organizational culture the repertory grid was used as a basis. The repertory grid technique stems from the personal construct psychology (PCP) and it is an often-used technique within psychological research on organizational culture (Cassell & Symon, 2004). Traditionally, this technique was used as a quantitative technique, as it scales an organization based on personal constructs (Kelly, 1955). As this study was about specific constructs in organizational culture, this study has not used the full process of the repertory grid technique. Instead of forming the organizational constructs together with the participants, the already defined gender-specific organizational constructs were used. This does not influence the results of this study, as the technique was only used as a basis to obtain motives and experiences of the participant in a certain organizational context.

In this study, the scale represents feminine organizational elements on one side and masculine organizational elements on the other side. Using a 7-point scale the grid represents personal constructs as either masculine at "1" or feminine at "7" and neither feminine nor masculine at "4". Figure 4 illustrates an example of the organizational culture grid that was used during this study.

	1	2	3	4	5	6	7	
Formal	O				E			Informal
Controlled	O			E				Uncontrolled
Following			O E					Dominant
Task oriented		O				E		Person oriented
Hierarchy	O		E					Flat organization
Goal-oriented		O					E	Process-oriented
Career advancement		O				E		Work-life balance

O = Organization **E = Employee**

Figure 4. Example of an organizational culture grid

The repertory grid is often used as a quantitative research design, as it can measure specific constructs. However, Cassel & Symon (2014) introduced it in the qualitative research too, combined with the reasoning behind the choice in the repertory grid. The repertory grid fits the purpose of the underlying constructivist epistemology stating; "we all create and make sense of our own worlds" (p. 61) (Cessell & Walsh, 2004). Thereby considering the participants'

perspective to analyze their experience of the organizational culture. This was important for this study, as the experience of an individual influences their behavior.

A person's self-concept is often viewed as a crucial influence on their career decisions and other behaviors (Hearn, 2017). The repertory technique provides a way of accessing an individual's unique set of personal constructs and therefore enables the researcher to access an individual's view of reality (Stephens & Gammack, 1994). An evident distinction can be made between the experiences of men and women and their perspective of the organizational culture. With the repertory grid as a basis, it was possible to map participants' perceptions of themselves and others within the organizations about what they see as organizational success. This method was chosen for its sensitivity in assessing an individual's view of the world. In this study this reflects in the participant's view of their organization and their place within the organization based on the seven constructs.

The repertory grid itself was the basis, however, the focus was not to measure the elements of the grid but to measure the underlying motivation. Therefore, more important was the explanation of the participant's choice for a certain place in the grid that matters for this research and therefore was asked and analyzed by the researcher. The use of a repertory grid was considered valuable as based on masculine-feminine elements it provides significant cues and clues in the participant's language about the way performance is evaluated and assessed within their working world (Cassell & Symon, 2004). In-depth information about the elements of masculinity and femininity were gathered and made it possible to analyze how and why the participant experienced a specific organizational culture in a certain way.

3.2.3 Analyzing developmental networks

To analyze a participant's developmental network post-its were used to map the developmental relationships. Measuring the developmental network this way allowed the participants to visualize their network. Visualizing information makes it easier for the participant to remember information, as well as adding additional information to give a complete representation of their developmental network (Wang Baldonado, Woodruff, & Kuchinsky, 2000).

Each participant was asked to map the developers in their developmental network on a post-it and the post-its were shifted around to group and rank the developers. In contrast to traditional writing methods, e.g. using one piece of paper or a fixed scheduling map, this post-it technique was a flexible method to map a developmental network and makes it possible to change the order of developers. In addition, it created an uncomplicated way for the participant to make a distinction in gender by using blue (men) and pink (women) post-its. Participants could focus their developers into groups (inside-outside the organization, same-different organizational department, higher-lower hierarchy), but also after grouping, shifting them around and re-organize them based on importance.

Mapping the developmental network consisted of two steps, as displayed in Figure 5. First, the participant was asked to write down all persons that were actively interested in, as well as a

strong commitment to, advance their career by assisting with their personal and professional development. Including people who have acted on their behalf, providing them with information, career opportunities, advice, or psychosocial support or with whom they have regularly spoken regarding difficulties at work, alternative job opportunities, or long-term career goals. Second, participants ranked the developmental network and made an overall top five most valued developers. By ranking the developers information was shared on specific needs of the participant to discover the motives and influences of certain elements on the developmental network choice.

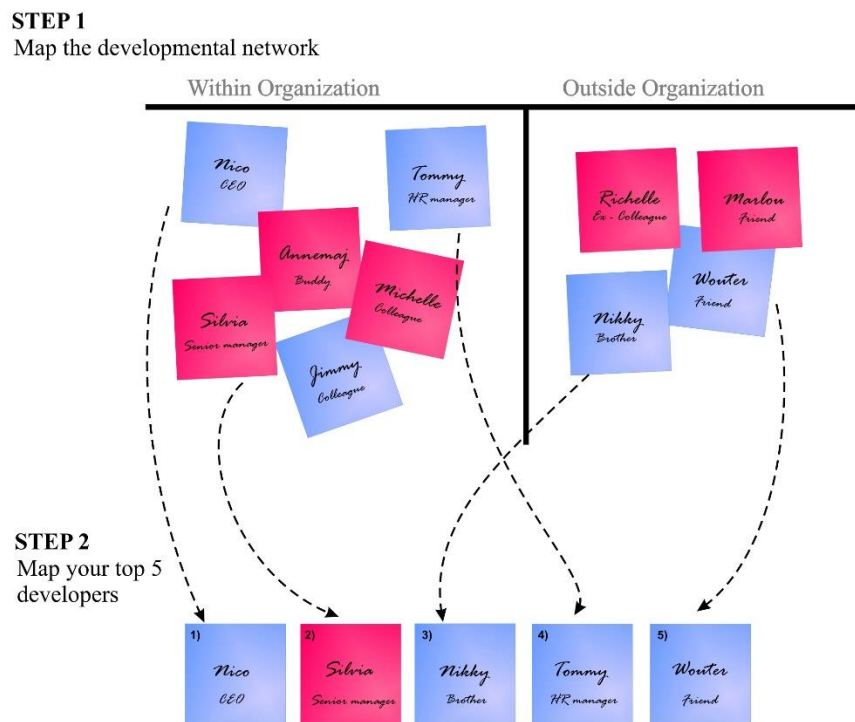


Figure 5. Steps of mapping the developmental network using Post-its

The post-its represented the developmental networks and were used as a basis to determine the size, diversity, and multiplexity of the participants' developmental network. This information was combined with the spoken information of the participants, to draw conclusions about the experience and importance of the developmental network. Participants were able to anonymize their developers to create a relationship of convenience and trust between the participant and the researcher. Enhancing the likelihood that more information was shared with the researcher and participants could speak freely (Surmiak, 2018). Participants could use names or initials, as long as these people were identifiable for themselves during the rest of the interviews. There was no limit to the number of developers the participants could record in their developmental network. However, after mapping their developmental network the participants were asked to list their top five based on importance. The interview questions supplementing this post-it technique gave in-depth information about the underlying meaning of the participant's choice and how the developmental network was experienced.

3.2.4. Interview protocol

The interviews were structured in a specific way to collect the data systematically, which is shown in Figure 6.

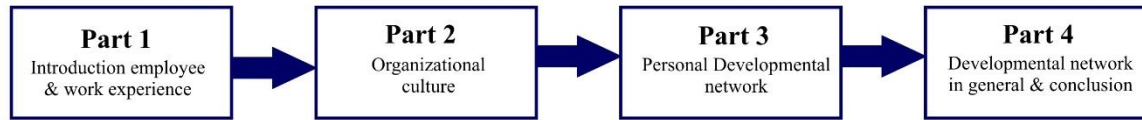


Figure 6. Components of the interview protocol

Starting the interview, the researched explained the course of action during the interview, defining the time, structure, and purpose of the interview to the participant. After that, a short introduction (1) of the participant was requested to get to know the participant and create a comfortable environment. Participants were asked to give information about their occupation and responsibilities within the organizations. Using questions like; *What is your occupation within the organization? How long have you been working in this position?*

After the introduction, the participant was asked about the organizational culture they work in (2). Starting with some general questions about organizational culture like; *When is someone within your organization considered successful?* and *Do women and men have equal chances within the organization?* After that, the repertory grid technique was used to guide questions about specific organizational culture structures and the participant's fit to these structures. Using questions like; *Where do you place your organization based on orientation using a scale from 1 (process-oriented) to 7 (goal-oriented), and why? Where would you position yourself on this scale?*

After the organizational culture was discussed, the focus had shifted to the developmental network (3) of the participant. Using questions like; *What kind of support are you looking for within your developmental network?* and *The highest-ranked people in your developmental network are male/female, was this a conscious decision?* to help map the needs and preferences of the participant's developmental network.

Last, the developmental network in general (4) was addressed. Questions like; *Have you ever experienced your developmental network as a barrier? Do you think a developmental network can help you to be successful?* had given insights into the role of the developmental network in general. The interview had finished with a conclusion, in which there was room for the participant to add additional information and feedback about the interview. Using questions like; *Do you want to make any comments regarding the interview which is relevant for this study analyzing the effect of organizational culture on developmental networks?* it was aimed to give the possibility to address subjects that were not yet discussed, but which the participant considered relevant for this research.

The full interview format (in Dutch) can be found in the appendix.

3.3 Data analysis

All interviews were recorded, transcribed, and coded by the same researcher. To enhance the reliability of this research a random selection of 20% of the interviews was also coded by a second researcher. The data analysis consisted of 8 stages which are shown in Figure 7.

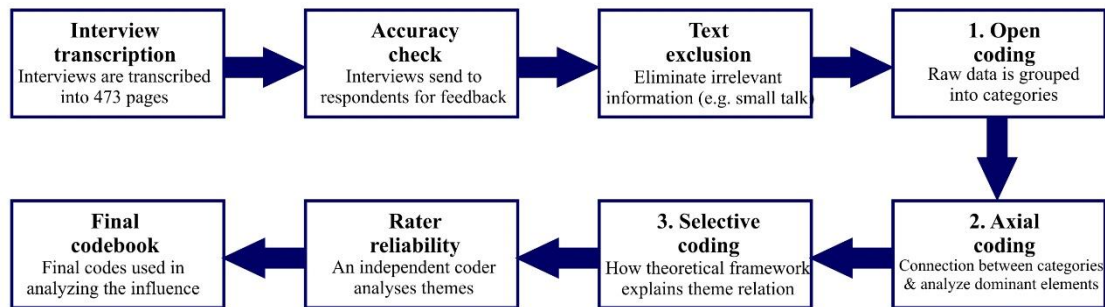


Figure 7: Overview of the data analysis stages

The interviews were transcribed verbatim, resulting in 473 transcript pages, organizations and persons mentioned within the interviews are anonymized to secure anonymity in this research. The transcribed interviews were sent to the specific participant to gain approval about the accurateness and meaning of their responses. The data trustworthiness was therefore secured by the participant's feedback. Only minor changes had been done to reflect the precise meaning of all participants. After confirmation, all irrelevant information was excluded from the transcribed pages. Additional information about previous job experiences, tasks and responsibilities, and additional small talk text were considered not to add value and therefore eliminated from the analyzing pages.

These transcription pages were analyzed using Atlas.ti. to analyze the data thoroughly Sandelowski (1995) states that “researchers must first look at their data in order to discern what to look for in their data” (p. 180), a data analysis method of Boeije (2010) was used. This method consists of three coding phases which will be respectively explained specialized for this study (Sandelowski, 1995).

The first phase is called open coding, also known as segmenting. In this phase, the researcher went through the pages of interviews to analyze what kind of relationships would be possible to discover. The transcripts of the interviews were read multiple times and during the reading, notes were made to create themes that were formed based on the participant's responses. The data were analyzed by applying two types of codes in which the basis of a codebook was created. “In-vivo” codes, where participants' terminology was used and codes using “theoretical concepts”, therefore using terminology from literature. During “in-vivo” coding the concepts that emerged from raw data were grouped into conceptual categories, to ensure the validity of the work (Glaser & Strauss, 1967). For example, “culture”, “organizational environment”, “workspace environment”, were all categorized under organizational culture.

The goal of this phase was to build a descriptive, multi-dimensional preliminary framework for further analysis.

After that, the second step, axial coding, was performed in which the aim was to make a connection between the different categories and analyze which elements are dominant and which were less important. Since the purpose of the analysis was to look for common ideas and patterns in participants' responses, subcategories represented by a single comment made by one participant were deleted from further analysis. Based on this the dataset was then again reduced and reorganized as synonyms were crossed out and redundant codes were removed.

Within the third phase, a deductive thematic analysis was conducted to find similarities and differences amongst responses coming from theoretical themes. This was based on the predetermined theoretical framework concerning the research questions. Therefore, the deductive themes in this study were; organizational culture, developmental network, organizational fit, and need for support.

After that, the codebook was given to an independent coder who was not involved in the previous stage of coding. The independent coder analyzed all themes and subcategories and provided feedback on the codebook in terms of evaluating the merging and separation of certain themes. The inter-rater reliability of this study was measured through Cohen's Kappa which can be seen as the degree of agreement between both raters. This independent coding resulted in initial kappa's of 1.00 (developmental Network), .84 (Need for support), .60 (Organizational culture), and .62 (organizational fit). After discussion, several adjustments to the classification of comments were made which resulted in increasing kappa's to 1.00 (Developmental Network), .92 (Need for support), .84 (Organizational Culture), and .98 (Organizational Fit). The quotes that are presented in the Results section of this report are illustrative of the 36 interviews conducted.

4. Results

The results of this study will be presented based on the three main concepts. First, organizational fit, where a distinction made between organizational fit for men and women. Second, developmental networks, making a distinction in male-female participants and masculine-feminine organizations to draw a conclusion on how gender in a specific organizational culture influences the building of the developmental network structures. Third, the experience of developmental networks, where again a distinction is made in male-female participants and the masculinity and femininity of the organization to draw conclusions on how these variables influence the experience of developmental network structures. Figure 8 illustrates the setup of these three main constructs.

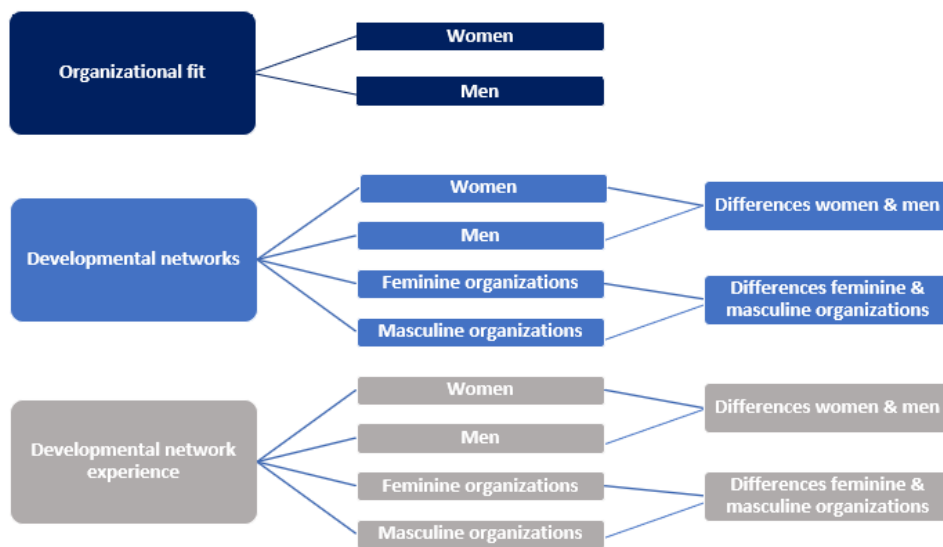


Figure 8. Set-up of the result section of this study

4.1 Organizational fit

Organizational fit is analyzed by using the scores given to the organization compared to the scores participants gave themselves. Therefore, the lower the deviation, the higher the organizational fit. A participant could score a maximum deviation of twenty-four which represents no fit with the organization and a minimum deviation score of zero which represents a perfect fit with the organization. An overview of deviations can be found in Table 1.

Table 1

Results of the person-organization fit analysis

Organization type	Women M (SD)	Men M (SD)	Overall M (SD)
Masculine organizations	12.6 (3.8)	5.3 (2.4)	9.0 (4.9)
Feminine organizations	5.0 (2.4)	14.8 (3.5)	9.9 (5.8)
All organizations	9.2 (5.0)	9.5 (5.6)	9.4 (5.2)

No employee experienced a 100% organizational fit with the organizational culture (min = 2.0). All participants showed that they do not completely match the organization on every aspect of the organizational culture, where some employees correspond more to the way of working than others.

“I feel comfortable within the organization and I would not think of going anywhere else, but there are always things that you would do differently if you could decide”
“Some things are just the way they are and you have to deal with many different aspects ... that is why an organization is different from a person”

4.1.1. Organizational fit of women

It became very clear that women working within a feminine organization had a better organizational fit than women in a masculine organization, as can be seen in Table 1.

On the one hand, the majority of the women in a feminine organization were very pleased with their organizational culture as they feel respected and appreciated and therefore experienced a better fit with their organization. *“I am full of ideas and if I want to execute one of those ideas I can just ask my manager and she appreciates it and makes it possible which is a way working that fits me”* While other participants liked working in a feminine organization because it fit their natural characteristics, like being nurturing and attentive.

“I like to buy birthday cards for my colleagues to celebrate their birthday ... my attentiveness and effort is appreciated here (within this organization) “I do not have to pretend I am someone I am not. My colleagues know who I am and accept and I think even appreciate me for that”

Another often mentioned criteria is that women working in feminine organization experience a fit to their natural preference in the way of working. *“I like working here, I can be myself for 100 percent... and this is respected (by everyone in the organization)”* As well mentioning links to specific organizational culture structures.

“Personally, I feel that process is way more important than the end result. If everyone can grow and did their level best, I think we succeeded. ... As in FEM2 we are not only judged on the result but also on the process, I feel very comfortable working this way, as it is how I think it should be”

On the other hand, women in a masculine work environment explained that they had to adjust to fit in, therefore not always staying true to themselves and their natural preferences.

“Sometimes at meetings, I know I have to set my emotions apart because otherwise, I would cry at every meeting [because the colleagues are direct and harsh]” “It is not appreciated here, I had to get used to it.... Now I know I should not act that way at this organization”

Referring to the informality she was used to at her old job in a feminine organization. Another argument that is brought up often is the core content of the business and the work-related task.

“We have goals to achieve and deadlines to meet. And as much as I would personally like to focus on my personal life sometimes, if our team has a deadline we will work until it is done. Which indeed sometimes is till after midnight... The companies we work for will not accept a “sorry I had a birthday” excuse.”

4.1.2. Organizational fit of men

As can be seen in Table 1, men tend to experience a better organizational fit within a masculine organizational culture than within a feminine organization.

One of the main reasons of the experience of organizational fit is the content of work. *“We have to work efficiently and goal-oriented, that is part of the occupation. ... If you do not comply with this (way of working) you should have chosen another job”* Another reason men feel an organization fit with a masculine organization is that it is a natural fit with their natural characteristics. *“This is a mainly men culture, therefore the organizational culture is adjusted to the employees working here... as I am a man, it fits me.”*

Another often mentioned criteria is that men working in a masculine organization experience a fit to their natural preference in the way of working. Relating for example to their preference of a clear hierarchy, formality at work and clear regulations and guidelines.

“You just know what you get. If you want to get promotion, you know exactly which boxes to check to become a senior manager” “Wearing a suit is part of the organizational culture here, I like that it shows professionalism”

Although, this is experienced differently for men working in a feminine organization, as they explained that there is less of an organizational fit. One of the main reasons is because their occupation comes with a certain culture, even though they would personally choose differently.

“I would love to work in a more masculine organization, but I have never heard one that offers this occupation” “We are one of the best organizations in child support... this organizational culture works in this business. And even though I personally like to act differently in specific situations, I also know I have to work this way in order to be good at my job”

Therefore, again referring to the content of their work and the culture it relates to. In addition, men acknowledge less fit with the organization because of the lack of male colleagues.

“There are so many women working in this organization, therefore they have the majority in creating norms and values around here. ... I think if there were more men, we would do certain things differently...”

4.1.3. Differences in organization fit for men and women

It can be concluded that overall, there is a better organizational fit when a man is working in a masculine organization and a woman working in a feminine organization. One of the main motives to experience organizational fit is due to the fit with gender, therefore natural characteristic, however there are also some gender specific motives that determine the experience of person-organization fit. An overview of the main findings can be found in Table 2.

Table 2

Results of the organizational fit analysis distinguished by gender and organizational context

Gender	Organizational context	Fit	Reasoning	Sample comment
Women	Feminine	High	<ul style="list-style-type: none"> - Fits natural characteristics - Fits natural preference in way of working - Feeling acknowledged 	<i>"I know I am on the right place as I act and feel the same as I do at home. We work like I prefer and there is not much I would like to change here in the way of working."</i>
Women	Masculine	Low	<ul style="list-style-type: none"> - No fit to natural characteristics - No fit to natural preference in way of working - Fit with occupation, not culture 	<i>"I am different at work. My colleagues would describe me as analytical, efficient, and structured, while if you ask my friends, this is not how they see me. ... I think I am a bit of both. I just adjust to the situation. Therefore, I do not feel a complete fit (with the organizational culture) as when I am at home I instinctively act differently."</i>
Men	Feminine	Low	<ul style="list-style-type: none"> - No fit to natural characteristics - No fit to natural preference in way of working - Lack of male colleagues 	<i>"Based on the matrix you indeed see that I do not fit with the culture. ... I often feel that I must take it down a bit to fit in our company. If it were up to me, we would do things totally different around here"</i>
Men	Masculine	High	<ul style="list-style-type: none"> - Fits natural characteristics - Fits natural preference in way of working - Fit with occupation, not culture 	<i>"One of the reasons I chose this organizations was based on their culture, their way of working suits my personal style. ... I think it also has to do with being a man and this job asks that from you, therefore the culture is formed around it"</i>

4.2 Developmental networks

In total, 363 developers were identified. The smallest developmental network had 1 member, and the largest had 22 members. Therefore there is a large difference in the smallest and the largest network. As seen in Table 3, in the total analysis, one could see that there are no substantial differences in male and female developers or developers coming from inside or outside the organization.

Table 3

Results of the developmental network analysis distinguished by gender and organizational culture

Developers	Women M (SD)	Men M (SD)	Feminine M (SD)	Masculine M (SD)	Total M (SD)
Total Developers	11.2 (4.7)	9.0 (5.0)	11.3 (5.6)	9.2 (4.3)	10.2 (4.9)
Male developers	4.9 (2.8)	5.8 (3.4)	4.9 (3.0)	5.8 (3.1)	5.4 (3.1)
Female developers	6.3 (3.5)	3.2 (2.4)	6.5 (3.3)	3.0 (1.8)	4.9 (2.5)
Within organization	5.5 (2.5)	4.5 (2.6)	5.3 (2.4)	4.8 (2.8)	5.0 (2.6)
Outside organization	5.7 (2.8)	4.5 (3.0)	6.0 (3.6)	4.4 (2.2)	5.2 (2.9)

The overall numbers of female and male participants are relatively close, however there were slightly more male developers than female developers in the developmental networks. This was also expected as literature (Carter, 2014), where it is explained that one group (females and employees working in feminine organizations) would prefer more female developers and the other group might prefer more male developers (males and employees working in masculine organizations) therefore when analyzing both groups the differences should be small.

In total, 180 developers were identified within the organizations while 183 developers were identified outside the organization. Again, these numbers are relatively close too and therefore no clear contrast in the group outside and inside the organization. When distinguishing also gender of developers in this analysis 84 female developers were identified within the organization and 93 female developers were identified outside the organization, while 96 male developers were identified within the organization and 90 male developers were identified outside the organization. Again, no substantial differences.

It can be concluded that in the overall analysis of developmental networks not taking into consideration the variable men, women, masculine and feminine organization there are no major differences in the amount, gender and (non)organizational linked developers. However, these numbers shift when we add the variation of gender and analyze participants working within a specific organizational culture. We analyze these developmental networks based on size, gender diversity and the developer's connection to the organization.

4.2.1 Developmental networks of women

Women tend to have more developers in their networks than men. Participants noticed that one of the motives to have many developers is to secure mentoring. *"It is nice to know that you have some people up your sleeve if one friend is on holiday or if you need someone right now."* They also stated that a larger developmental network resulted in more opportunities for support. Another argument that was addressed by several participants was that they needed different developers to fulfill their need for support.

"Sometimes I don't want to share my personal issues with my colleagues and therefore I go to my friends to ask them for help" "Why settle for one developer, if there are so many available with different perspectives?"

The analysis showed that female employees tend to seek slightly more feminine developers, however mostly perceived both genders as sufficient developers. Compared to the overall analysis this is different, as in general there was a slightly larger preference for male developers. Interesting to see is that in the statistics of this analysis the number of developers is just slightly more female developers, however, if we look at the motivation explained by the participants, their motivation to choose a female developer was better substantiated and explained more elaborately than their choice for a male developer.

The overall motivation for female participants to choose a female developer is that women are perceived as understanding and compassionate, which fits their personal character. Participants

stated that *“they (female developers) understand our feelings and know what it is like to be a woman and what we deal with every day”*.

Participants also noticed that female developers are preferred because of the emotional connection that they provide. *“Women just care, it’s not like men who just forget about how you feel about it. Women think about how you feel when you work with them, men are too harsh.”* Hereby participants referred to the excellent soft skills of women. In addition, participants stated that support is addressed more personally and given when needed and not just when asked for. *“... she (the developer) always came to me and asked if I needed some help without judging, I’ve never experienced this with X and Y (two masculine developers)”* The participants stated that with male developers they always had to contact and ask for help which often made them feel unintelligent and insecure, as they did not know when to ask for help and when they were expected to find a solution on their own. The participants stated that with a feminine relationship it was much easier and felt like *“less effort”*. Another argument stated by employees why they preferred working with other women is because they acknowledged that women have more professional skills to achieve specific goals and work in a specific occupation. *“If I need help with a child, I would always go to one of my female colleagues, as women are just better in dealing with our (troubled) children.”* Referring to the professional skills of women working with troubled children, acknowledging the skills needed for working in a specific organization for example being compassionate.

However, most women also had different motives to choose a male developer. Male developers were considered professional, because of their achievements and status within the organization. *“If I take a look at our top management it is mainly men ... they achieved this position because they are good at what they do”*. As well, men that they chose are considered role models because of their position in the organization and are therefore chosen as developers. *“My goal is to become as good as X (male developer), it is amazing to see what he has done over the years and where he is now”* If chosen for a male developer, female participants overall identified with the developer based on work and profession, while with females also the personal identification was mentioned.

As well there is no major difference in preferences for developers within the organization or developers outside the organization. Most female participants explained that they chose a developer based on what they need regardless of their origin. *“It is more important to have a developer that can help you, then to choose one based on where it is located (inside or outside the organization)”* *“For some support I go to friends and for other support I go to colleagues, it depends on what help I need”*

4.2.2 Developmental networks of men

Men tend to have fewer developers in their networks than women, as can be seen in Table 3. Participants stated that they would rather have a few developers that help them more closely and give them every support they seek, than have several developers that give them only part of the support they need. *“I think I would go for quality instead of quantity, I don’t want to ask him for this and him for that...”* Another motive stated by participants is the time maintaining

a developmental network contains. *“I don’t have time to keep in touch with everyone, I choose the people I appreciate and think are worth it and that is where I want to spend my time on”* Therefore men tend to develop their network efficiently, using fewer developers, however still trying to achieve the best quality.

Male employees hold far more masculine developers in their developmental network and had several motives to do so. Most participants stated that they would rather work with more male developers if they were available. One motive which was mentioned often is that men have the same work ethics. *“We work hard, no whining, just go for it! [compared to female colleagues]”* As well male developers are preferred because they share the same “humor” and “daily problems” which makes it easier for the participants to identify and help with certain problems. Another argument for men was that they prefer to work with men because they are better at their job. *“Women will never be as good in men in this field of work, it is just not in their DNA”* They motivated this even more by stating that women lacked analytical skills and the dedication to make it within the job. This shows descriptive prejudice, in which they refer to the fact that women lack the qualities to be successful within a certain environment. In addition, participants state they prefer working with men because they consider men more intelligent and capable in their work.

“I’m sorry to say, but men are just smarter. It is not a coincidence that they are higher in the management of the organization. Therefore, I think it is ridiculous that there have to be at least a number of them (women). Why chose a woman if you could choose a more capable man.”

Interesting to see is that men not only prefer to work with male developers, they also highly motivate to dislike working with female developers. Female participants mainly explained positive reasoning to work with female developers, while men motivate their preference for male developers mainly by motivating why not to work with women. Participants argue that working with women is more time consuming, as men want to decide and work based on a certain goal, women tend to consult different team members before deciding.

“They (women) want to talk about everything and doubt every decision” “When I worked with a team with only women, the discussions took twice as long as they do now when men have the upper hand in our team”

Thereby showing their dislike of working with women because they are considered less efficient. Another argument why not to choose for female developers is that women tend to work part-time and are therefore not always available for support. *“Most of them (women in the team) do not work on Wednesday because of their children, if I need something from them on Wednesday it is not possible, so why take the risk?”* Thereby referring to the risk of the employee not being available when guidance is needed. Also, it was stated that women are considered “weaker” and less trustworthy, referring to their ability to keep up with the work, their ability to perform in competitive environments, and the chances of them falling out because of their personal life.

“Women are just not strong enough; one fallback and they will drop out.” “I often hear women say that they do not want to do what it takes if it is at the expense of their family time” “How often did it happen that they [women] had to give up their work for a couple of months because they were pregnant or even when their kid is sick they run out of office ... women are just not trustworthy.”

Only a small group of participants did mention the positive motivation to choose for a female developer by stating that women impose more feelings in their job, and therefore offer different perspectives on work-related situations.

“If you look at it rationally (from my perspective), I would say that x is the best solution. When she explains it that way (taking emotion into consideration) I would definitely agree with her as theory and practice do not always match as you deal with real persons”.

Some male and female participants had no preference for gender in developmental network relationships. Instead, they motivated their preference for a various developmental network. *“I do not care whether it’s a men or women. I just need smart and nice persons”.* Thereby highlighting that a developmental network would not work if there were only men or only women as they both have different qualities. *“You need the diversity, as men are better in taking decisions and women are better in nuancing the conversation”* The participants also addressed the need for different perspectives to work optimally. *“It only works good if you have something of everything”.* Referring to different people based on gender, but also from different social spheres.

Contrary to findings of Higgins & Kram (2001), the developmental world of men is not mostly built on developers within the organization. Just like with female participants there is no substantial preferences for developers within or outside the organization. Male participants highlighted the urge for qualitative developers regardless of their origin. *“I would choose a developer always on what types of support he can give me, I think sometimes a friend is just as valuable as your colleague at work”*

4.2.3 Differences in developmental networks of men and women

Overall, it can be concluded that a few distinctions can be made in developmental networks of men and women. Table 4 represents the main findings in the differences of developmental networks of men and women.

Table 4
Results of the developmental network analysis distinguished by gender

Category	Main finding	Reasoning
Size	Women tend to have more developers in their network than men	<p>Motivations for men:</p> <ul style="list-style-type: none"> - Importance of quality more than quantity - The effort it cost to maintain relationships <p>Motivation for women</p> <ul style="list-style-type: none"> - Women choose multiple developers to secure mentoring - Women like to create multiple opportunities for support - Women highlight that they need more developers to fulfill their need for support - Place more value on relationships
Gender preference	<p>Men have an overall preference for male developers, large motivation for not choosing a feminine developer.</p> <p>Women have slight preference for female developers. They have large motivation for choosing a female developer</p>	<p>Motivations for men to choose male developers:</p> <ul style="list-style-type: none"> - Fit with biological characteristics - Work ethics - Values & beliefs - Hard skills - Humor <p>Motivations for men to <u>not</u> choose female developers:</p> <ul style="list-style-type: none"> - Lack of work ethics - Inefficiency - Unavailability of male developers - Untrustworthiness <p>Motivations for women to choose female developers:</p> <ul style="list-style-type: none"> - Fits own natural characteristics - Soft skills (e.g. understanding, compassionate) - Hard skills - Character of women - Understanding need for support <p>Motivations for women to choose male developers:</p> <ul style="list-style-type: none"> - Hard skills - Status & Achievements
(Non) organizational linked developers	No clear preferences for choosing a developer inside or outside the organization. Highlight the urge for quality and need for support regardless of their link to the organization	<ul style="list-style-type: none"> - Men focus on quality instead of origin - Women focus on their need for support instead of origin

4.2.4 Developmental networks in feminine organizations

Within feminine organizations, employees identified slightly more developers than in masculine organization. A motive mentioned by several participants was that developers are easy accessed within a feminine organization.

“Everyone can be your developer here (in this feminine organization). In this organization we help each other wherever we can. ... Some people go above and beyond to give support even without asking”

Thereby referring to the easiness of the accessibility of a developer. In addition, employees in a feminine organization predominantly choose more female developers than male developers. One of the main motives to choose a specific developer was the availability of developers, offered by the organization.

“We have more women in our organization, isn’t logical that you have more female developers? ... If there were more men in our organization I would probably have more male developers” “You get what you get within your organization, if this is a man it is a man if it is a woman it is a woman. In our case this often means more men available then women”.

A few did not distinguish gender, while others desired differently if there were more opportunities available.

“I preferred more masculine developers within the organization if it was possible, but they just weren’t there. Therefore, if I want someone within my company to help me, I am forced to choose a woman, which I would probably not do when I had more opportunities. ... my top developer is a man, may I also say the only men in this organization that I directly work with. Therefore, he is my best developer. Which I think I am the same for him.”

Availability reflects also when participants pointed out that some developers were not selected by the employee but assigned by the organization.

“She was my developer from the start, every other week we meet up. ... we get along well therefore it was convenient to keep her as my developer. It might as well have been a man, I do not mind”.

In addition, slightly more developers originate from outside the organization. Most employees motivate that the company does not offer enough guidance to develop: *“There are just not enough (right) people here (in the organization) that I can learn from”* Therefore stating that the availability for the perceived support needed could not always be found within the organization. As well as the variety within the organization. *“... and I need different people to help me in different ways, within my company everyone is more or less the same type that is why we got hired in the first place”* In addition to this variety participants also mentioned that

you need a variety of support, which can only be found if you combine inside and outside the organization.

“Sometimes you need help with looking at from a different perspective. Someone that is not with your organization can help with that”. “I want to discuss different things with my wife then I do with my colleagues, therefore everyone needs people from inside and outside the organization to grow”.

In addition, participants clarified the motive to choose a specific developer within or outside the organization was expertise and type of support needed.

“For me, it doesn’t mind if one (a developer) comes from the organization (or outside the organization). ... I consider them all (developers from inside and outside the organization) real friends and therefore it’s just who is available and has the best knowledge for my situation.”

Most motives mentioned did not indicate a strong preference for choosing their developers either within or outside the organization, as well as choosing a specific gender inside or outside their organization. There is only a slight preference, therefore no major differences are shown in their motivation to choose specific developers related to their organization.

4.2.5 Developmental networks in masculine organizations

Within masculine organizations developmental networks are slightly smaller than within feminine organizations. One of the motives mentioned by participants is that this is due to the masculine organizational culture structures. *“We have a very competitive culture, it is up or out. I shoot myself in the foot if I help one of my peers. ... therefore, not everyone would help you develop”.* However, this is contradicted by the motivation from multiple participants explaining that within masculine organizations developers are obliged and provided by the organization. *“Everyone starting at this organization will get a coach, counselor and buddy assigned. Therefore, without any effort you will have three developers already”*

Far more men are identified as a developer when employees are working in masculine organizations compared to feminine organizations. One of the main motives is that women do not fit within the organizational culture. *“They (feminine employees) don’t get the jokes and have more difficulty adjusting to culture (of the organization) ... It is not normal for them (women) they have to learn to fit in”*

As well it was perceived that women lack the skills to fit in this masculine organizational culture and are therefore not preferred. *“No women ever fitted in here from the start, they always had to adjust. It is just the way we work here that is hard for them.”* Some participants blamed it on the education most women pursued before going to work. *“You can already see it in the school profiles they (women) choose ... the number of women that have a technical profile is limited”* Many participants acknowledge the lack of skills of women, therefore women are considered subordinate to choose in their developmental network.

“I am sorry to say, but within our organization, it is unlikely that I will learn something from a woman” And *“If you take a look at the partners of our company, it is almost only men, therefore I think I’m not only speaking for myself but also for my other colleagues that they are just more suited to be developers, as they have already achieved the highest possible”*

Just as within feminine organizations one of the main motives to choose a specific developer was the availability of developers. *“There are far more men working in this organization... Logical that he (the developer) is a man”*. However, within masculine organizations the employees did often indicate their gender preference. Most participants either chose for male developers or female developers, whereas within the feminine organization it is often mentioned that gender was not necessarily preferred.

4.2.6 Differences in developmental networks of masculine and feminine

Table 5 represents the main findings in the differences of developmental networks of masculine and feminine organizations.

Table 5

Results of the developmental network analysis distinguished by organizational culture

Category	Main finding	Reasoning
Size	Participants from feminine organizations have slightly more developers than masculine organizations	Motivations for feminine organizations - Accessibility of developers
Gender preference	Participants from feminine organizations have slight preference for female developers	Motivations to choose a specific developer - Availability - Allocation of developer
	Participants from masculine organizations have slight preference for male developers	Motivations to choose specific developers: - Misfit of female developers - Lack of professional skills female developers - Status - Availability - Hard skills - Allocation of developer
(Non) organizational linked developers	Participants working in a feminine organization have a slight preference for developers outside the organization	Motivations to choose developers outside the organization (feminine) - Lack of organizational linked developers - Variety of support
		Motivations to choose developers within the organization (Feminine) -Hard skills
	Participants working in a masculine organization have a slight preference for developers outside the organization	Motivations to choose developers outside the organization - Separate private and work - Variety of support - Informality - Low barriers to access support - Confidential & trustworthiness - No segregation of duty
		Motivations to choose developers within the organization - Availability - Hard skills - Role modelling - Status & achievements

4.3 Developmental networks of men and women influenced by organization culture

When organizational culture is included one can see that developmental networks are already influenced by the masculinity and femininity of the organization. However, even more influences are perceived when distinguishing participants gender.

4.3.1 Developmental networks of women influenced by organizational culture

Table 6 illustrates an overview of the developmental network differences of women in masculine and feminine organizations.

Table 6

Results of the developmental network analysis of women in feminine and masculine organizations

Developers	Feminine organizations M (SD)	Masculine organizations M (SD)	Total M (SD)
Total Developers	12.5 (4.8)	10.1 (4.6)	11.3 (4.7)
Male developers	3.9 (1.9)	5.7 (3.3)	4.8 (2.6)
Female developers	8.6 (3.6)	4.4 (2.2)	6.5 (2.9)
Within organization	6.1 (1.7)	5.0 (3.0)	5.6 (2.4)
Outside organization	6.4 (3.4)	5.1 (2.4)	5.8 (2.9)

It can be concluded that women working in a feminine organization choose predominantly more developers in their network. One of the main motives mentioned is that they feel comfortable and can identify with many colleagues in the organization and therefore ask and receive support from multiple developers. *“I consider 90% of the colleagues I work with as a friend. ... therefore, they help me wherever they can”* Referring to the accessibility of support.

Interesting to see is that in contrast to the overall analysis of developmental networks of women, women in a masculine organization often mention that they aim for various support from a single developer. Resulting in a smaller developmental network.

“Everyone has a buddy in this organization. When I started here, she was just a go-to person for easy questions like where do I park my car etc. ... overtime our relationship grew and now she is my go-to person for all kinds of support.”

Other women working in a masculine organization also argue that finding the right developers is a challenge, therefore more effort is put into a single relationship.

“It took me some time to find my way here and to get the right colleagues to help me. ... it is important to me to secure this relationship.”

Also, interesting to see is that women do not address the need to find additional developers outside the organizations when they are not available within. Therefore, it can be concluded that organizational culture does influence the size of the developmental networks, as women working in a masculine organization have less developers and motivate this.

When women are influenced by organizational culture a substantial difference is seen in the gender of the developers. On the one hand, women working in a feminine organization choose twice as many female developers than male developers. One of the main reasons is still accessibility of female developers, many colleagues are women therefore most organizational developers are female. In addition, all female participants working in a feminine organization addressed that they feel more comfortable and experience a natural fit with female developers, therefore tend to choose more female developer.

While on the other hand, when working in a masculine organization, female participants included more male developers in their network. Many participants explained that this was not a conscious choice. *“It just happened”*, *“Wow, now I see, I have never recognized it before”* and *“it is not that I searched for a specific developer”* Within masculine organizations more

male developers were available and presented to the participants, therefore male developers were unconscious included in the developmental network. Women change their natural behavior when working in a masculine organization. Instead of preferencing a female developer, they feel comfortable choosing a male developer.

For women it can be concluded that organizational culture does not significantly influence the number of developers chosen within or outside the organization. Both, women working in a masculine and women in a feminine culture look for an even balanced network containing developers outside the organization and within the organization. *“I think you have to have both friends and colleagues, sometimes you need the one and sometimes the other.. it is good to have kind of a balance between both (developers within and outside the organization)”*

An overview of the main influences on the developmental networks of women when working in a specific organizational culture is illustrated in Table 7.

Table 7

Results of the developmental network analysis of women distinguished by organizational culture

Category	Main finding	Reasoning
Size	Women working in a feminine organization choose more developers in their networks	Motivations to choose more developers (feminine organization) <ul style="list-style-type: none"> - Accessibility - Availability
	Women in a masculine organization highlight aim for various support from a single developer. Resulting in a smaller developmental network.	Motivations to choose fewer developers (masculine organization) <ul style="list-style-type: none"> - Quality - Barrier to find appropriate developer
Gender preference	Women working in a feminine organization have more female developers.	Motivations <ul style="list-style-type: none"> - Identification with female developers
	Women working in masculine organizations have more male developers and do not actively seek for additional same gender support.	Motivations for women <ul style="list-style-type: none"> - Sufficient with availability - Allocation of developers
(Non) organizational linked developers	Women are not significantly influenced by organizational culture when choosing developers inside or outside the organization	Motivation <ul style="list-style-type: none"> - Balanced developmental network

4.3.2 Developmental networks of men influenced by organizational culture

Table 8 illustrates an overview of the developmental network differences of women in masculine and feminine organizations

Table 8

Results of the developmental network analysis of men in feminine and masculine organizations

Developers	Feminine organizations M (SD)	Masculine organizations M (SD)	Total M (SD)
Total Developers	10.0 (6.3)	8.2 (3.9)	9.1 (5.1)
Male developers	5.8 (4.2)	5.9 (2.8)	5.9 (3.5)
Female developers	4.3 (2.9)	2.3 (1.4)	3.3 (2.2)
Within organization	4.4 (3.0)	4.6 (2.5)	4.5 (2.8)
Outside organization	5.6 (3.7)	3.6 (2.0)	4.6 (2.9)

Interesting to see is that men working in a feminine organization choose more developers to include in their network, compared to men working in masculine organizations. The motivation for this is mostly because their peers do it, so it is considered norm. Thereby referring to the assumption that within feminine relationships the norm is determined by the values of the group (Goby, 2006).

“My colleagues support me to choose developers to help me in my development if you think about it this makes sense. Therefore, you are pushed in this organization to pick (additional) developers that I would maybe not have picked myself”

Many participants also mentioned that they need additional developers to fulfill their need for support.

“She is might be knowing what she is doing here (in this organization), but I would never consider her for my personal problems” “I would consider no one in my organization a role model”

Therefore, in contrast to men working in masculine organizations, they actively choose multiple developers in their network. This results in a bigger developmental when men are influenced by a masculine organizational culture.

When analyzing the diversity of the developmental network of men, in both organizational cultures they prefer more male developers. However, when working in a feminine organization one can see that a shift is made towards a balanced development network of women and men. One of the main reasons is the availability of developers. *“I have so many female colleagues, isn’t it logical that I would have a better click with a woman then a man”*

However, most participants emphasized that when given the choice they still preferred a male developer. Men working in a feminine organization address their additional effort to find a male developer. *“I like to work with men and I can relate to them, therefore even in a women-driven environment like mine, I still actively search for male developers”*.

Therefore, contrary to women men do make the conscious choice to seek for same gendered developers. It can be concluded that organizational culture does also influence the number of developers chosen within or outside the organization. As men working in a masculine organization find more comfort in developers within the organization, while men in a feminine organization tend to look for additional developers outside of their organization to fulfill their need for developers. *“I need a developer that challenges me in the right way, I do not find someone on this level in my (feminine) organization. Therefore, I am forced to look for this outside my organization.”*

An overview of the main influences on the developmental networks of men when working in a specific organizational culture is illustrated in Table 9.

Table 9

Results of the developmental network analysis men distinguished by organizational culture

Category	Main finding	Reasoning
Number of developers	Men working in a feminine organization create bigger developmental networks.	Motivations to choose more developers in organizational fit: <ul style="list-style-type: none"> - Influenced by peers - More people needed to find appropriate support - lack of appropriate developers
Gender preference	Men in both organizational cultures prefer male developers, but when working in a feminine organization they include more women in their network	Motivation <ul style="list-style-type: none"> - Availability
	Men working in feminine organizational culture tend to seek for additional same gender developers outside the organization.	Motivation <ul style="list-style-type: none"> - lack of appropriate developers - Fit with biological characteristics
(Non) organizational linked developers	Men tend to seek for more developers outside the organization when there is no organizational fit. Especially men	Motivations to choose developers outside the organization <ul style="list-style-type: none"> - Lack of same gender developers

4.4 Experience of the developmental network

To determine the effect of gender and organizational culture on the variety of support participants experience from their developmental network it is analyzed what kind of support participants received from their top 5 most important developers in their developmental networks. Within the top 5 developers of each participant, support was experienced from 172 developers in total. In Table 10 one can find an overview of the support employees experienced from their developmental network.

Table 10

Analysis of the experience of support in of top 5 developers in the developmental network

Type of support	Women	Men	Feminine	Masculine	Overall
Psycho-social support	94.3%	56.0 %	93.2%	42.8%	75.6 %
Career support	77.3%	91.7 %	79.0%	83.4%	84.3%
Role modelling support	8.0%	9.5 %	4.0%	17.4%	8.7 %

4.4.1 Developmental network experiences of women

Women tend to attach most worth to psycho-social support. They see it as the basics of gaining support and that either career support or role modeling is not possible without psycho-social

support in your developmental network. Most participants consider psycho-social support as fundamental support.

“When I want to develop myself to become better at my job, it is important to develop myself on professional skills but even more important is that I want to develop myself personally. ... my colleagues can help but also friends and family make this possible.”

Women tend to find psycho-social support within the organization as well as outside the organization and are, unlike men, not scared to ask for psycho-social support within the organization.

“When developing I think you need both kinds of support. ... Psycho-social support is just as important as career support to be a better teacher. Therefore, I think it is not more than usual to ask for both kind of supports at work.”

When seeking career support women tend to ask for it slightly more within the organization. This is contrary to literature, where it is stated that women experience more career support from men within organizations, as there are often not enough highly professional women that could provide them with career support (Ibarra, 1993; Higgins & Kram, 2001; McKeen & Bujaki, 2007). One of the main motives is that women choose developers within the organization, as they have knowledge and experience of working within that organization. Developers are chosen regardless of gender, as long as they own the professional skills needed to give appropriate support.

“She works here for so long now and knows the organization like the back of her hand. Therefore, she knows how to support me better (on a professional level) than someone that does not know the organization.”

As well, they also like to see career support as development that is often aligned with psycho-social support. *“One cannot do without the other. If you want to develop you cannot just develop on one aspect, you need to consider all aspects of support.”*

Women tend to seek for role modeling regardless of the gender of the role model. Women have both, men and women, in their developmental network that they see as a role model, while men mostly tend to acknowledge mostly male role models.

“I see a role model as someone I want to be like and someone I look up to. ... For me it does not matter whether this is a man or woman, this person just has to perform well and share the same beliefs.”

4.4.2 Developmental network experiences of men

When distinguishing gender, on average men seek less support in some types of support, however, ask for more support on other types. Men experience little psycho-social support from developers within the organization, while outside the organization they ask for psycho-social

support twice as much. Overall, two main reasons were mentioned by the participants to choose for psycho-social support outside the organization. One is jeopardizing status and image within the organization.

“My colleagues see me as a strong rational person when making decisions, when I ask for help on personal things this might change. ... when asking for psycho-social support) I come over like someone that is not independent and I do not feel comfortable asking them for that kind of help (psycho-social). I like to stick to support that elevates my professional skills directly”.

A second motive to choose for psycho-social support outside the organization is that they want to separate their personal and work life. *“I want to keep my work and private life separate. If I need support on a personal level, I would rather ask my friends than colleagues”.* When asked for psycho-social support within the organization it is mostly asked at a specific group of developers. Developers identified at work that are also considered friends outside work or developers that are assigned to help on a psycho-social level like a buddy, psychological coach, or a confidant. *“It is just not in me to talk to everyone at work about that kind of struggles. I like to keep that to myself. ... If really needed I can discuss it with the confidant at work”.*

Career support, however, is asked by almost every developer in their top 5, as men see career development as the main goal of development. There are three major underlying motives for choosing career support inside and outside the organization. First, male employees tend to see the need for career support to enhance their professional skills as well as their professional career. They seek support when they experience struggles regarding work-related problems. *“I know to become a better consultant I need my supervisor to help me at work. Guidance on a professional level is key to help me develop”.* Second, men experience career support as accessible and effortless. It is mentioned that receiving career support does not need “opening-up”. *“It is easier to talk about work-related issues than personal problems.”* In addition, it is experienced as effortless as it is often provided by the organization *“When I started here a developer was assigned to me, specifically to help with work-related things. When I had any questions regarding my job, he was there for me”.* Also, men want approval and acknowledgement that they are performing well. When asking for career support they are likely to map the things they are good at and know where to develop to perform even better.

“I like to improve continuously and knowing I am doing a good job. When I talk with my developer at work, we discuss my good qualities and things I need to improve on. ... you could say that I use career support to determine where I stand within my organization”.

When considering the types of support men are less likely to gain only support out of role modeling. This support is sought at only 9.5% of the developers and is often considered as additional support. All participants that sought for role modeling support, also sought for either psycho-social or career support with the same developer.

“I think seeing someone as a role model helps you set a goal to achieve the same or even better. ... When you choose someone you admire, you will most likely get the career support you need automatically from them.”

Results show that men do indicate more role modelling support. This is however contrary to literature where it is explained that more women experience role modeling support than men (Higgins & Kram, 2001). An explanation for this is that men also acknowledge negative role modeling, therefore not only considering someone as valuable for achieving goals and a reflection for their career success, but also to show them what they do not want to be. Negative remodeling was mentioned by participants if the developer was not chosen deliberately, for example an assigned counselor or family.

“Do not get me wrong, I love my dad, but he is not really a good role model. He helps me in every way on a personal level, however, when I look at the choices he made I always like to see him as a “negative role model”. Someone that triggers you to see how you do not want thing to go”

Other participants highlight thereby also the compulsion they experience from their developmental network relationship.

“He helps me because he needs to, but we are totally not on the same level when it comes to work behavior. When I look at him, I see someone I do not want to be, therefore it helps me to pursue my goals using him as an opposite role model”

4.4.3 Differences in developmental network experiences of men and women

Overall, it can be concluded that a few distinctions can be made in the developmental network experiences of male and female participants. Table 11 represents the main findings and motives of these differences in experiencing developmental networks for men and women.

Table 11

Results of the developmental network experience analysis distinguished by gender

Type of support	Main finding	Reasoning
Psycho-social support	Limited sought for by men within the organization, while twice as much psycho-social support is asked for with developers outside the organization	- Jeopardizing status - Separate work-life balance
	Highlighted as most important support by women, sought for within and outside the organization	- Considered fundamental support - Career support & role modeling depend on this support
Career support	Sought for by men with almost all developers, important part of developer's relationship to achieve goals.	- To enhance hard skills - Accessibility of the support - Easiness of the support - Approval and acknowledgement
	Sought for by women with many developers regardless of gender, however considered less important than psycho-social support.	- To enhance hard skills - Approval and acknowledgement - Content bound
Remodeling support	Role modeling is considered additional support, for men and women always in relation to psycho-social support or career support.	- Supplements career support & psycho-social support
	Contrary to women, men identify also negative role modeling. Experience role modelling support mainly from male developers	- Prefer same gender developers
	Sought for less than men, but mainly positive role modeling is experienced by women. Role modeling is found with men and women.	- Choice of role model based on knowledge and achievements

4.4.4 Developmental network experiences in feminine organizations

Within feminine organizations employees experience psycho-social support as most important to be successful in their organization. This is motivated by all employees and can be traced back to the organizational culture structures. As the feminine organization is person-oriented the aim of the organization is on personal contact and the wellbeing of the employees. *“Integrated in all coaching sessions is the topic of wellbeing, this is urged by the organization to improve mental health and prevention of burn out.”*

Also, career support is experienced by many employees working in a feminine organizational culture. One of the main reasons mentioned is that all colleagues are available to support and

there is less competition. Employees within a feminine organization are considered equal, therefore support can come from everyone in the organizations.

“Everyone here will try to help you in any way possible ... because you are judged based on your personal performance instead of comparing your results to that of your peers. ... Therefore, there is no need to hold back information”

However, role modelling support is experienced least within feminine organizations. As there is less hierarchy employees consider others as equal, therefore they often do not experience a developer as role model. *“Everyone has its own strengths, there is not one person that I aspire that is the best in something.”*

4.4.5 Developmental network experiences in masculine organizations

Within masculine organizations employees experience less support in general, compared to feminine organizations. This is motivated by all employees and can be traced back to the organizational culture structures. Within a masculine organization a competitive work environment is created. Multiple participants explain that employees are less eager to share their knowledge and ideas, neither on a professional level as on a social and personal level.

“You receive support from people that are assigned to you, maybe a handful more. ... I know that some of my colleagues will always want to benefit from it themselves.”

Employees tend to experience less psycho-social support when working in a masculine organization. One motive mentioned by multiple employees is that the organization is task-oriented, and ambition lies within the company, therefore focus is more on career support. Some employees express that it is even seen as a weakness to ask for psycho-social support within the organization.

“In once discussed a personal problem with my colleagues and asked for support. This was a very bad experience ... It was even taken into account in the next evaluation where I received feedback that I should have clear split in work and personal life. Recommending me to use my counselor for those problems.”

One of the main reasons mentioned for the experience of career in masculine organizations, is that this was assigned and therefore mandatory. Others also highlighted the that masculine organizations are goal oriented. Therefore, the aim of the organization is to achieve main goals at all cost, the organization provided career support as therewith the chance of achieving the goal will grow.

“Everyone at our organization has at least one person to give them career support, this is mine. ... It is provided by the organization so when you start this person guides you on a professional level.”

It is explained that there are clear rules and regulations which must be followed, therefore someone that follows the rules will advance in their career. An employee will be reviewed based on their career skills and is therefore in need of career support.

Even though in general less support is experienced by employees working in a masculine organizational culture. They do experience more role modeling support. All respondents who experienced this support explained the added value of role modeling as there is a clear career path, referring to the organizational hierarchy.

“I consider him a role model because he is what I want to be in two years. ... If I follow his path, I know I can reach there too. ... Who better to help me than someone that is there already?”

4.4.6 Differences in developmental network experiences of masculine and feminine organizations

Overall, it can be concluded that a few distinctions can be made in the developmental network experiences of employees in a masculine or feminine organization culture. Table 12 represents the main findings and motives of these differences in experiencing developmental networks for men and women.

Table 12

Results of the developmental network experience analysis distinguished by organizational culture

Type of support	Main finding	Reasoning
Psycho-social support	Asked for more in feminine organizations, both inside and outside the organization	<ul style="list-style-type: none"> - Considered important to be successful - Person-oriented organization culture - Focus on the wellbeing of the employees
	Less asked for in masculine organizations, especially less from developers within the organization	<ul style="list-style-type: none"> - Competitive organizational culture - Task oriented - Asking for psycho-social support is seen as a weakness
Career support	If received in feminine organization this mostly related to support from developers within the organization	<ul style="list-style-type: none"> - Availability of mentors - No competitive organizational culture
	Experienced from developers inside the organization, however less from peers but more from different hierarchy and departments or assigned developers.	<ul style="list-style-type: none"> - Need for career support to enhance hard skills - Task-oriented organization culture - Assigned support by organization - Goal oriented organization culture
Remodeling support	More experienced in masculine organizations as there is a clear career path	<ul style="list-style-type: none"> - Organizational hierarchy
	Less experienced in feminine organizations	<ul style="list-style-type: none"> - Not one specific person is considered a role model

4.5 Developmental networks influenced by organization culture

When organizational culture is included one can see that the experience of developmental networks is already influenced by the masculinity and femininity of the organization. However, even more influences are perceived when distinguishing participants gender.

4.5.1 Developmental network experiences of women influenced by organizational culture

Table 13 illustrates an overview of the experienced support of women distinguished by organizational culture.

Table 13

Analysis of the support women experience from their top 5 developers in the developmental network

Type of support	Feminine	Masculine	Overall
Psycho-social support	98.2%	77.2%	94.3%
Career support	64.5%	89.4%	77.3%
Role modelling support	4.9%	9.3%	8.0%

In Table 13 it can be seen that a shift occurs in the amount of psycho-social support a woman experienced when she works in a masculine organization. From receiving psycho-social support from almost all developers this decreased to receiving it from only 77.2%. Women mentioned multiple explanations, but most important is that the focus is more on career support.

“We have developers for different purposes, one developer is to help you in your personal development and the other for career related support. ... You have an appointment with your counselor (who provides psycho-social support) once every three months, while I see X (a developer assigned for career support) on a weekly basis.

Other motives that are mentioned are fear of jeopardizing status and trying to separate work and personal life. More value is placed on developers that advance career success, while still maintaining psycho-social support from developers outside the organization.

“If I need personal support, I will ask my husband or mom. It is not something you ask for from your colleagues (working in a masculine organization)”

Women also ask for career support from developers outside the organization. On the one hand, because they place more value on career support and therefore ask for additional career support outside the organization. On the other hand, several participants mentioned that they ask for career support outside the organization because they are afraid of being judged.

“Some questions of which I think I could have known the answer to, I mostly ask support from one of my college friends who works in the same industry. ... I do not know if this (asking for support within the organization) would influences my evaluation but better safe than sorry.”

Interesting to see is that women in masculine organizations place high value on the developers that offer career support as they are mapped in their top 5, even though they do not offer psycho-social support. Contrary, women working in a feminine organization receive psycho-social support from almost all developers in their top 5. Many participants express the importance of this support as it also advances them in their career. *“One can not be done without the other ...*

How can you perform well if you do not feel well” Thereby highlighting the dependency of both types of support.

Remodeling support is asked for by more women working in masculine organization. They perceive that a clear career path is one of the main reasons for this. As colleagues have a certain status within the organization, women mention that they do indeed aspire this. *“She fulfills my ultimate goal. ... She started in the same position as me and worked herself up”* Clearly identifying all role models within the organization.

While within feminine organizations, women experience less role modelling support. Contrary to their peers in masculine organizations, they tend to find role modeling support especially outside the organization.

“My mother is my role model as she is an example on how to work hard make your life valuable. ... This is not something I experience from one of my colleagues.”

An overview of the main influences on the developmental network experiences of women when working in a specific organizational culture is illustrated in Table 14.

Table 14

Results of the developmental network experience analysis of women distinguished by organizational culture

Type of support	Main finding	Reasoning
Psycho-social support	In masculine organization this is experienced less in general. Especially within the organization. Therefore, more focus on psycho social from developers outside the organization.	- Focus more on career support - Jeopardizing status - Separate work-personal life
	In feminine organization women experience this with almost all developers.	-Fundamental support
Career support	In masculine organization this considered most important. Top 5 developers include mostly career support. Especially within the organization, however also sought for outside the organization	- Need for career support to enhance hard skills - Accessibility of the support - Valued as most important support - Fear of jeopardizing status
	In feminine organizations this is mostly found inside the organization and valued less important. Also tend to get career support from peers.	- Focus more on psycho-social support
Remodeling support	In masculine organizations more experienced inside the organization. Women tend to choose role models regardless of gender	- Clear career paths - Unconscious satisfaction of male role model
	In feminine organization more role modeling experienced outside the organization, most role models are female gendered	- Not one specific person inside the organization is considered a role model - Identification with role models

4.5.2 Developmental network experiences of men influenced by organizational culture

Table 15 illustrates an overview of the experienced support of men distinguished by organizational culture.

Table 15

Analysis of the support men experience from their top 5 developers in the developmental network

Type of support	Feminine	Masculine	Overall
Psycho-social support	76.3%	43.9. %	56.0 %
Career support	79.9%	98.3%	91.7 %
Role modelling support	3.9%	12.6%	9.5 %

In Table 15 it can be seen that a shift occurs in the amount of psycho-social support a man experienced when he works in a feminine organization. From receiving psycho-social support from just over half of the developers this increased to receiving it from only 76.3%. Men working in a feminine organization tend to place more value on psycho-social support compared to their peers working in a masculine organization. Main motivation is that this type of support is needed in their organizational culture.

“For our job we need to perform well on personal and professional level. Some types of support improve your mental health, which is considered one of the key values of this organization”

While men working in masculine organizations do not consider this as important from developers within the organization. Men mention that they would always try to find psycho-social support outside the organization. Just like with women, also here it was mentioned that men like to separate work and personal life, therefore asking for psycho-social support outside the organization.

“My colleagues do not need to know what is going on in our home, (if a personal issue occurs) I would rather discuss this with friend or my wife”

Instead, more value is placed on developers that advance career success. Men tend to ask for career support from developers mostly inside the organization. Multiple motives are mentioned like improving hard skills and accessibility of the support, but most important is the easiness of the experienced support. As it is mentioned multiple times by men working in a masculine organization that they prefer career support as this does not need opening up and therefore does not jeopardize status.

“I do not like to share feelings (with colleagues). ... I just want to become better in my job, talking about feeling does not help me with that. ... Asking for professional support does not need opening up and helps me advance in my career.”

Interesting to see is that men in masculine organizations place high value on the developers that offer career support as they are mapped in their top 5. Contrary, men working in a feminine organization place value on both types of support as psycho-social support from almost all developers in their top 5. Many participants express the importance of this support as it also

advances them in their career. *“One cannot be done without the other ... How can you perform well if you do not feel well”* Thereby highlighting the dependency of both types of support.

Remodeling support is asked for by more men working in masculine organization. They perceive that status is one of the main motivations to choose a specific developer. *“He is lead of all EMEA, that is a job title I would definitely aspire. ... Sharing thoughts with him how to achieve more puts me on the map with him too.”* Thereby referring that selecting a role model can help advance in your career.

While within feminine organizations, men experience less to nonpositive role modelling support. One of the main motives is the lack of fit they feel when choosing a colleague as role model. *“Within the organization there is no one I aspire”* Contrary to their peers in masculine organizations, if they find role modeling support, it is mostly experienced negatively or from developers outside the organization. *“He shows me what not to aspire, that is also a good reflection right?”*

An overview of the main influences on the developmental network experiences of women when working in a specific organizational culture is illustrated in Table 16.

Table 16

Results of the developmental network experience analysis of men distinguished by organizational culture

Type of support	Main finding	Reasoning
Psycho-social support	Limited sought for by men working in a masculine organization.	- Jeopardizing status - No need for this support
	Experienced by many men working in a masculine organization.	- Considered as fundamental for their job
Career support	Sought for by men in masculine organizations with almost all developers, important part of developer's relationship to achieve goals.	- Need for career support to enhance hard skills - Accessibility of the support - Easiness of the support - Approval and acknowledgement
	Sought for by men with many developers.	- Need for career support to enhance hard skills - Accessibility of the support - Needed in combination with psycho-social support
Remodeling support	Role modeling in feminine organization is experienced less. If experienced mostly outside the organization or based on negative role modelling.	- Lack of fit with colleagues
	Role modeling in masculine organization is experienced more. If experienced mostly within the organization and containing same gender	- Clear organizational hierarchy - Improves status within organization

5. Discussion

This study aimed to examine the influence of organizational culture on the building and experiencing developmental networks for men and women. It illustrates how gender linked to organizational culture influences the developmental network of proteges. Also, it uncovered several nuances in protégés' motivations to engage in specific developmental relationships and how this is influenced by organizational culture. Data from the interviews enrich the understanding of these specific motives and creates insights to the conscious and unconscious building and experiencing developmental networks. This way, this study offers several key contributions to mentoring literature.

5.1 Main findings

Results indicate that employees were influenced by organizational culture when building and experiencing developmental network. Even though working in a specific organizational culture itself changed the developmental network already, the experience of this developmental network changed even more when no organizational fit was achieved. Thereby resulting in different motives for men and women to make other choices than their peers in the opposite organizational culture.

5.2 Theoretical contribution

Previous research already illustrated the impact of organizational context on mentoring, however, this research is very limited and only quantitative, limiting the motivation of protégés in developing networks in specific organizational context (Hofstede, 1983; Mumby, 2013). This qualitative study gives a theory-based and detailed insight into the broader understanding of the influence of organizational context on proteges. Compared to existing literature, this study provides a comprehensive picture of motives that proteges have when (conscious and unconscious) selecting developers in their developmental network when influenced by organizational context. Next to having insights in how developmental are build, this study nuances conscious and unconscious forms of motivations to clarify differences in developmental networks and support seeking influenced by organizational culture. Besides general motivations (e.g., because it is offered by the organization, or as it is a life partner of the protege), it shows how proteges describe more concrete motives influenced by the organizational culture (e.g., no fit with developers within the organization or lacking mentoring opportunities relating to the organizational culture). This has important implications for future research on organizational context and developmental relationships. Especially in developmental network research, it would be valuable to compare various motives one can have to select specific developmental relationships.

Compared to scholars that drive the current literature in organizational culture and mentorship, this study included the diversity of proteges. Therefore, new insights are found in the differences between men and women working in the same organizational context introducing a new variable in mentoring research and organization context; organizational fit. This study shows that not only organizational culture itself, but the fit a protégé experienced with its

organizational culture influences developmental network creation. As shown in previous sections, proteges in masculine organizations and feminine organizations have no significant differences in developmental networks, however, when gender of the protégé is distinguished and a closer fit to the organizational culture their developmental networks distinguish significantly from proteges that are more distanced from the organizational culture. This is a promising contribution, because in this way not only the variable of organizational culture itself influences the developmental relationships, but especially the fit a protégé experiences with a specific organizational culture. Studying organizational fit in mentoring raises new research questions for example: “How does organizational fit influences the quality of mentorship?” and “How can organizational fit be used to enhance career success?”. Within this study different experiences of developmental networks are analyzed when focusing on organizational fit, however researching the impact of organizational fit on the amount, diversity and multiplexity in a quantitative study would give more insights in the generalizability of this variable.

Also, this study contributes to our understanding of how proteges experience support differently dependent on their gender. As mentioned, in previous research the differences in gender are discussed, however in this study also motives are shared (Higgings & Thomas, 2001; Mumby, 2013; Poschmann, 2016). For example, as stated by Carter (2014), this study supports that women have a bigger social network than men, as they place more value on relationships with others. Whereas men have a less personal and more content bound relationship. This study reveals the motivation behind the choices of men and women to select specific developers. It can be concluded that men experience more support from fewer developers, as they are selecting developers based on their overall skillset to support. Preferring quality over quantity and trying to gain different kinds of support from one specific person. In addition to existing literature, it can therefore be concluded that because of this specific selection, men are more likely to experience it more challenging to find appropriate developers (Poschmann, 2016). Regarding the experience of the developmental network, it can be concluded that organizational culture influences this for men and women. Within masculine organizations, the focus is almost always on career support, while in feminine organizations psycho-social support is considered just as important as career support.

This study also offers new insights in the dependencies of mentoring relationships. Where other scholars mainly examine individual mentoring relationships in organizational context, this study shows the dependency of other mentoring relationships by analyzing the developmental network altogether (Hofstede, 1983; Mumby, 2013). This study provides insights to the motivation of consciously choosing other mentoring relationships when working in a certain organizational context. Thereby showing that organizational culture influences not only individual mentoring relationships as showed in previous literature, but that organizational culture influences the developmental network. For example proteges looking for (additional) developers outside the organization when their need for support was not fulfilled due to suboptimal organizational fit.

Overall, it can be concluded that the main findings of this study relate to the influence of organizational fit on developmental relationships of proteges, which brings a new perspective to current literature about organizational context and mentoring relationships.

5.3 Practical implications

Insight into possible protege motives is a first step for managers in defining the values and regulations of mentoring behaviors. The results of this study can help organizations facilitate the mentor's internalization process. Also, the results of this study can guide organizations working with mentoring programs in both their sampling of possible developers and their design of the program. Thereby creating opportunities for the protege (especially for opposite gender to organizational culture) to find support within the organization. This study gives insight in understanding the support sought for by proteges in a specific organizational context and can therefore create a better fit in the support provided by developers. Organizations can use the results of this study to analyze their employees' organizational fit and increase organizational fit with of opposite gender by paying more attention and offer more support to organizational culture aspects that do not match the personal beliefs.

5.4 Limitations and suggestions for future research

Certain limitations of this study are acknowledged. First, it is recognized that the results from this study apply to proteges only, therefore not considering the developers role from the developer's perspective. Developers may experience offering other support or motivate the lack of support felt by proteges (e.g., support not clear for the developer, not sought for by protege or not fitting the purpose of the mentoring program). Expanding this study by not only considering the protege, but also the developers' perspective (especially provided by the organization) can create a better understanding of the influence of organizational culture on developmental relationships.

Second, there may be a social desirability bias in our results as we worked in face-to-face interview settings. In addition, as this study is strongly focusing on gender and as the interviewer is female, participants might be inclined not to express themselves completely. For example, some participants kept defending the other gender after stating something bold (e.g., *'They (men) are not good at doing this, we (women) are much more sensitive thus automatically doing a better job. They (men) do have other qualities though'*) However, as we see the results and specific quotes of participants in general it can be concluded that most participants expressed themselves freely as bold statements were made regardless of social desirability and gender of the interviewer. Therefore, it is not considered that these issues pose a major threat to the validity of the findings. However, it is interesting for other researchers to work with methods that are less susceptible to social desirability.

Third, the satisfaction of the developmental network is not analyzed and measured thoroughly. Of course, it is considered when analyzing the development of their developmental network, however, it would be interesting for future studies to analyze the relationship between organizational cultures (especially organizational fit) and developmental network and support

satisfaction. Important to highlight is that the aim of this current study was not to display the satisfaction of the developmental networks and support, but the opportunities of them and the influence organizational context has on them.

Last, the limitation of not including all gender types. As this study focuses on male and female proteges and their fit to organizational culture (masculine-feminine) it can be concluded that other genders were not actively considered. Proteges were selected using the snowball effect and therefore referred to the interviewer as either male or female. Nowadays, when gender inclusion plays an important role in our society it is interesting to follow up on this in future research. Especially, as one of the main findings is that not just being female or male in a specific organizational culture influences developmental networks, but the organizational fit a protege has with that organization creates the impact. Therefore, in future studies, no distinctions need to be made in gender, hence not only limited to male & female proteges, but all types of genders (e.g., bigender, cisgender and gender-neutral) can and should be included.

As this study does not only fill gaps in literature, but also creates new opportunities there are many topics related to this study that could contribute to the literature. Next to the future research recommendations mentioned above, one more to highlight is the findings of this study in relation to success. For example, analyze how developmental networks influenced by organizational fit can contribute to the success of a protege (e.g., on management levels (men-women), Glass ceiling, growth opportunities, and climbing the corporate ladder)

5.5 Conclusion

Mentoring relationships remain an important issue and understanding the extent to which mentoring is influenced by organizational fit can be used to enhance the protégés' developmental network. If acknowledged by the organization, they can manage the process effectively and offer additional support. To do so a better understanding is needed of these developmental network relationship dynamics and how gender influences those dynamics. Expanding our understanding of gender and developmental support is a necessary step in closing the gender gap in mentoring research and critical gender differences in mentoring. This research contributed to a better understanding of the role of gender, organizational fit, and motivation for developing a developmental network. In all, this study contributes to a better understanding of protégé's motives on developmental networks and how this is influenced by gender and organizational fit. It creates new directions for mentoring studies and brings a new perspective to current literature about organizational context and mentoring relationship.

References

- Acker, J. (1990). Hierarchies, Jobs, Bodies: A Theory of Gendered Organizations. *Gender and Society*, 4(2), 139-158.
- Arikan, C., & Enginoglu, D. (2016). How Elements of Corporate Culture Affect Overall Firm Performance. *International Journal of Business Management and Economic Research*, 680-689.
- Ashcraft, K. (2005). Resistance through consent? Occupational identity, organizational form, and the maintenance of masculinity among commercial airline pilots. *Management Communication Quarterly*, 19(1), 67-90.
- Baker, V., & Griffin, K. (2010). Beyond mentoring and advising: Toward understanding the role of faculty “developers” in student success. . *About Campus*, 14(6), 2-8.
- Baker, V., & Lattuca, L. (2010). Developmental networks and learning: Toward an interdisciplinary perspective on identity development during doctoral study. *Studies in Higher Education*, 35(7), 807-827.
- Barney, J. (1986). Organizational Culture: Can It Be a Source of Sustained Competitive Advantage? *The Academy of Management Review*, 11(3), 656-655.
- Barriball, L., & While, A. (1994). Collecting data using a semi-structured interview: a discussion paper. *Journal of advanced nursing*, 19(2), 328-335.
- Baugh, S., & Scandura, T. (1999). The effect of multiple mentors on protégé attitudes toward the work setting. *Journal of Social Behavior and Personality*, 14(4), , 503.
- Buschmeyer, A. (2013). The construction of ‘alternative masculinity’ among men in the childcare profession. *International Review of Sociology*, 23(2), 290-309.
- Carter, M. (2014). Gender Socialization and Identity Theory. *Social Sciences*, 3(2), 242-263.
- Cassell, C., & Symon, G. (2004). *ESSENTIAL GUIDE TO QUALITATIVE METHODS IN ORGANIZATIONAL RESEARCH*. London: SAGE Publications Ltd.
- Cessell, C., & Walsh, S. (2004). *f 6 j Repartory Grids*. Essential Guide to Qualitative Methods in Organizational Research.
- Chattopadhyay, P., Tluchowska, M., & George, E. (2004). Identifying the ingroup: A closer look at the influence of demographic dissimilarity on employee social identity. *Academy of Management Review*, 29(2), 180-202.
- Cotton, R., Shen, Y., & Livne-Tarandach, R. (2011). On becoming extraordinary: The content and structure of the developmental networks of Major League Baseball Hall of Famers. *Academy of Management Journal*, 54(1), 15-46.
- Dezso, C., & Ross, D. (2012). Does female representation in top management improve firm performance? A panel data investigation. *Strategic Management Journal*, 33(9), 1072–1089.
- Dobrow, S., Chandler, D., Murphy, W., & Kram, K. (2012). A review of developmental networks: Incorporating a mutuality perspective. *Journal of Management*, 38(1), 210-242.
- Gersick, C., Dutton, J., & Bartunek, J. (2000). Learning from academia: The importance of relationships in professional life. *Academy of Management Journal*, 43(6), 1026-1044.
- Gherardi, S. (1994). The gender we think, the gender we do in our everyday organizational lives. *Human relations*, 47(6), 591-610.

- Glaser, B., & Strauss, A. (1967). *The discovery of grounded theory*. London: Weidenfield & Nicolson.
- Goby, V. (2006). Personality and online/offline choices: MBTI profiles and favored communication modes in a Singapore study. *Cyberpsychology & behavior*, 9(1), 5-13.
- Graydon. (2016, 02 23). *Steeds meer vrouwen in de top van het Nederlandse bedrijfsleven*. Opgehaald van Nieuws : <https://www.hrpraktijk.nl/topics/loopbaan-opleiding/nieuws/steeds-meer-vrouwen-de-top-van-het-nederlandse-bedrijfsleven>
- Gulati, R., & Puranam, P. (2009). Renewal through reorganization: The value of inconsistencies between formal and informal organization. *Organization Science*, 20(2), 422-440.
- Hearn, J. &. (2017). Men, masculinities and gendered organizations. *Encyclopedia of Business and Management*.
- Higgings, M., & Thomas, D. (2001). Constellations and career: Toward understanding the effects of multiple developmental relationships. *Journal of Organizational Behavior*, 22(3), 223-247.
- Higgins, M. (2007). A contingency perspective on developmental networks. *Exploring positive relationships at work, Building a theoretical and research foundation*, 207-224.
- Higgins, M., & Kram, K. (2001). Reconceptualizing mentoring at work: A developmental network perspective. *Academy of Management Review*, 26(2), 264-288.
- Hofstede, G. (1983). The cultural relativity of organizational practices and theories. *Journal of international business studies*, 14(2), 75-89.
- Hofstede, G. (1984). Cultural dimensions in management and planning. *Asia Pacific journal of management* 1(2), 81-99.
- Hsu, G. (2017, 02 09). *Having a Mentor vs. Having a Developmental Network: Diversity is Key!* Opgehaald van UC Davis Graduate school of management : <https://gsm.ucdavis.edu/blog/having-mentor-vs-having-developmental-network-diversity-key>
- Ibarra, H., Carter, N., & Silva, C. (2010). Why men still get more promotions than women. *Harvard Business Review*, 88(9), 80-85.
- Jaques, E. (2018). *Requisite organization: A total system for effective managerial organization and managerial leadership for the 21st century*. New York: Routledge.
- Kelly, G. (1955). A theory of personal constructs. New York: Norton. Nellie Ismail, Tan Jo-Pei and Rahimah Ibrahim pre-to postnatal period. *Journal of Reproductive and Infant Psychology*, 19(2), 83-110.
- Knafo, A., & Sagiv, L. (2004). Values and work environment: mapping 32 occupations. *European Journal of Psychology of Education*, 19(3), 255-273.
- Kozlowski, S., Gully, S., Brown, K., Salas, E., Smith, E., & Nason, E. (2001). Effects of training goals and goal orientation traits on multidimensional training outcomes and performance adaptability. *Organizational behavior and human decision processes*, 85(1), 1-31.
- Mezias, J., & Scandura, T. (2005). A needs-driven approach to expatriate adjustment and career development: A multiple mentoring perspective. *Journal of International Business Studies*, 36(5), 519-538.
- Mumby, D. K. (2013). *Organizational communication; a critical approach*. California: SAGE publications.

- Nentwich, J., & Kelan, E. (2014). Towards a topology of 'doing gender': An analysis of empirical research and its challenges. *Gender, Work & Organization*, 21(2), 121-134.
- OCW. (2015, 11 16). *Nieuws* . Opgehaald van OCW in Cijfers: <https://www.ocwincijfers.nl/actueel/nieuws/2015/11/16/meer-vrouwen-aan-de-top>
- Sandelowski, M. (1995). Sample size in qualitative research. *Research in nursing & health*, 18(2), 179-183.
- Schwartz, H., & Davis, S. (1981). Matching corporate culture and business strategy. *Organizational dynamics*, 10(1), 30-48.
- Singh, R., Ragins, B., & Tharenou, P. (2009). What matters most? The relative role of mentoring and career capital in career success. *Journal of Vocational Behavior*, 75(1), 56-67.
- Stainback, K., Kleiner, S., & Skaggs, S. (2016). Women in poWer: Undoing or redoing the Gendered organization? *Gender & Society*, 30(1), 109-135.
- Stephens, R. A., & Gammack, J. (1994). Knowledge elicitation for systems practitioners: A constructivist application of the repertory grid technique. *Systemic Practice and Action Research*, 7(2), 161-182.
- Sternberg, R., & Zhang, L. (2014). *Perspectives on Thinking, Learning, and Cognitive Styles*. New York: Routledge.
- Tichy, N., Tushman, M., & Fombrun, C. (1979). Social network analysis for organizations. *Academy of management review*, 4(4), 507-519.
- Wang Baldonado, M., Woodruff, A., & Kuchinsky, A. (2000). Guidelines for using multiple views in information visualization. *Proceedings of the working conference on Advanced visual interfaces* , 110-119.
- West, C., & Zimmerman, D. (1987). Doing gender. *Gender & society*, 1(2), 125-151.
- Williams, C., Muller, C., & Kilanski, K. (2012). Gendered Organizations in the new economy. *Gender and Society*, 26(4), 549-573.

Inleiding

1. Datum en tijd

dag:

maand:

jaar: 2016

uur:

minuten:

Soort interview: face to face

Mijn naam is Kimberly van Ooijen en ik wil u graag in het kader van mijn studie interviewen over uw werkzaamheden en over uw organisatie in relatie tot uw organisatiecultuur en uw ontwikkelings-netwerk. Met **ontwikkelings-netwerk** worden alle mensen in uw omgeving binnen en buiten uw organisatie bedoeld die u helpen in uw carrière door het ondersteunen bij persoonlijke en professionele ontwikkeling. Doormiddel van dit onderzoek wil ik analyseren elk effect de organisatiecultuur van uw organisatie heeft op uw persoonlijke ontwikkelings-netwerk. Ik wijs u er op, dat de informatie die u verstrekt hoogst vertrouwelijk behandeld zal worden.

Het vraaggesprek zal ongeveer anderhalf uur in beslag nemen. Ik zou in het interview de volgende vier onderdelen met u bespreken:

- Als eerste begin ik met een algemene introductie waarin ik u zal vragen over de aard van uw werk, om een indruk te krijgen van u en uw werkzaamheden.
- Daarna wil ik graag een algemene indruk krijgen van de mogelijkheden binnen uw organisatie en de organisatie cultuur.
- Als derde zou ik graag samen met u doormiddel van post-its uw ontwikkelingsnetwerk uiteenzetten. Om er daarbij achter te komen welke mensen binnen uw omgeving belangrijk voor uw zijn en uw support geven in uw professionele en persoonlijke ontwikkeling.
- Als laatste zou ik graag dieper ingaan met u over uw ontwikkelingsnetwerk. Op deze manier kan ik nauwkeurig nagaan hoe u binnen uw organisatie en daarbuiten gebruikt maakt van een ontwikkelings-netwerk en hoe deze is opgebouwd.

Ik zou het gesprek graag opnemen voor professionele doeleinden, zodat ik hier later nog eens op kan terugvallen. De data zal anoniem worden verwerkt en alleen voor dit onderzoek gebruikt worden. Gaat u hiermee akkoord?

**Zet opnameapparatuur aan*

Voordat we beginnen, heeft u nog vragen?

DEEL 1: Algemene werkzaamheden

Om te beginnen zou ik graag eerst wat vragen stellen zodat ik een indruk krijg van u en uw werkzaamheden.

1. Bedrijf

2. Geslacht

Man	<input type="checkbox"/>
Vrouw	<input type="checkbox"/>

3. Wat is uw functie binnen deze organisatie?

(Om wat voor werk gaat het precies?)

4. Welke taken en verantwoordelijkheden vallen onder deze functie?

5. Hoe lang bent u al werkzaam in deze functie binnen de organisatie? (en voor dat?)

<input type="text"/>	Jaar
----------------------	------

6. Heeft u hiervoor in een soortgelijke branche gewerkt?

DEEL 2: Organisatiecultuur

Graag zou ik nu een algemene indruk krijgen van de mogelijkheden binnen uw organisatie en de heersende organisatiecultuur. Daarbij vind ik het interessant om te ontdekken wat u vindt dat belangrijk is voor u om uw werk te doen, maar ook wat u belangrijk acht voor de organisatie om goed te functioneren.

Succes kan worden bekeken vanuit meerder perspectieven, die verschillen per bedrijf, maar ook per persoon. U kunt bijvoorbeeld succesvol zijn door hogerop te komen binnen uw organisatie, maar ook door een goede werk-leef balans te hebben. Iemand kan succesvol zijn als hij goede eigenschappen heeft die passen binnen de organisatie, maar ook als hij juist out-of-the-box werkt. Zo zijn er natuurlijk nog veel meer mogelijkheden om succes te definiëren.

- 7. Wanneer wordt iemand binnen uw organisatie gezien als succesvol?**
(management positie, work-life balance)
- 8. Is dat het zelfde succes dat u wilt bereiken binnen uw organisatie, of heeft u nog andere ambities?**
- 9. Binnen uw organisatie, hoe zou u de man/vrouw verhouding omschrijven?**
(bijv. 50/50, algemeen & management posities etc.)
- 10. Heeft u het idee dat mannen en vrouwen binnen uw organisatie gelijke kansen krijgen? Kunt u dat verklaren?**

Verder zou ik de organisatiecultuur willen analyseren aan de hand van een repertory grid die u hier voor u ziet. Dit is een matrix waarbij elke keer twee opties gegeven worden en ik graag van u zou weten in hoeverre deze optie van toepassing is.

Ik zou allereerst graag van u willen weten in hoe verre elk element belangrijk is voor de organisatie om succesvol te zijn. Kunt u aanwijzen waar op de repertory grid in hoeverre dit element belangrijk is voor uw organisatie? Zou u daar ook een korte uitleg bij kunnen geven?

**** laat aanwijzen op repertory grid**

Nu zou ik graag van u willen weten in hoe verre elk element voor u van belang is om uw job goed te doen. Kunt u aanwijzen waar op de grid u zichzelf bij elk element zou positioneren? Zou u daar ook een korte uitleg bij kunnen geven?

**** laat aanwijzen op repertory grid**

DEEL 3: Ontwikkelings-netwerk

Nu we een duidelijker beeld hebben over uw organisatie zou ik nu graag doorgaan met het volgende onderwerp. Zoals in het begin verteld heb ben ik aan het onderzoeken hoe uw organisatie cultuur effect heeft op de uw ontwikkelings-netwerk, daarom zou ik nu graag meer te weten komen over uw persoonlijke netwerk.

Graag zou ik een beeld krijgen welke personen zich in uw ontwikkelings-netwerk bevinden. Daarom wil ik u vragen te noteren op de volgende post-its welke mensen binnen uw organisatie **én** buiten uw organisatie het laatste jaar een actief geïnteresseerd waren en uw geholpen hebben in uw carrière door uw bij te staan in uw persoonlijke en professionele ontwikkeling. Dit kan bijvoorbeeld zijn door u te informatie te geven, u carrière mogelijkheden te bieden, u advies of psychologische ondersteuning te bieden of iemand met die u regelmatig geholpen heeft met problemen en/of oplossingen op uw werk.

Ik heb voor u 2 kleuren post-its, waarbij ik u wil vragen om onderscheid te maken tussen mannen en vrouwen. U kunt namen of initialen van mensen gebruiken, zolang deze mensen maar herkenbaar zijn voor uzelf in de volgende vragen.

**** Geef de respondent tijd om personen in het netwerk op te schrijven.**

Markeer binnen/ buiten organisatie

Van al deze mensen wil ik u nu vragen om een top 5 te maken van mensen die u belangrijk acht in uw ontwikkelingsnetwerk, dit mogen mensen binnen en buiten uw netwerk zijn.

**** Geef de respondent tijd om personen in het netwerk te rangschikken**

11. Kunt u uitleggen wie deze personen zijn en wat voor relatie u heeft met deze personen? (bijv. werk, familie, vrienden etc.)

12. Waarom heeft u voor de volgende ranking gekozen?

13. Wat voor support zoekt u binnen deze personen?
(bijv. psycho-social support/ professional support dat ze zoeken)

14. Kunt u van de personen binnen uw organisatie uitleggen of deze personen verschillen/hetzelfde zijn in hiërarchie & afdeling?

15. U geeft u aan dat deze personen verschillen/hetzelfde zijn in hiërarchie binnen uw organisatie, is dit een bewuste keuze geweest?
(moeilijk hoger contact te leggen, voel je je op je gemak, kun je er veel van leren)?

16. Ik zie dat er meer/minder mensen binnen uw organisatie uw de support geven die uw zoekt dan buiten uw organisatie, kunt u dat verklaren?

17. Op basis van uw ranking zie ik dat de hoogst gerankte personen op uw lijst personen zijn binnen uw organisatie/buiten uw organisatie/ gelijk is binnen en buiten uw organisatie, is dit een bewuste keuze geweest?
(Vergelijking allemaal t.o.v. de ranking)

- 18. Op basis van de post-it kleuren kan ik afleiden dat deze personen veelal man/vrouw/evenwichtig man en vrouw zijn, is dit een bewuste keuze geweest?**
(bijv. gender issues, (dis)advantages (wo)men)
- 19. Op basis van uw ranking zie ik dat de hoogst gerankte personen op uw lijst veelal man/vrouw/evenwichtig man en vrouw zijn, is dit een bewuste keuze geweest?**
(Vergelijking allemaal t.o.v. de ranking)

DEEL 4: Ontwikkelings-netwerk algemeen

Nu we een beter beeld hebben over de verschillende personen in uw ontwikkelings-netwerk opgenomen zijn zou ik graag wat meer te komen over uw netwerk in het algemeen.

- 20. Heeft u het idee dat uw ontwikkelings-netwerk u geholpen heeft om succesvol te zijn binnen uw organisatie?**
- 21. U gaf in het begin van het interview aan dat u ... wilde bereiken denkt u dat uw ontwikkelingsnetwerk u daarbij kan helpen?**
- 22. Heeft u tot op heden uw netwerk wel eens als een belemmering gezien? Heeft u bijvoorbeeld weleens ondersteuning gemist waar u het wel verwachtte? Hoe denkt u dat dat komt?**
- 23. Heeft u het idee dat er naast de zojuist genoemde dingen, nog andere dingen zijn waar uw ontwikkelings-netwerk u bij kan helpen? (bijv. prive, sociaal geaccepteerd, deel uitmaken van iets)?**

AFSLUITING

UNIVERSITEIT TWENTE.

Dit is het laatste gedeelte van het interview. Hier wil ik u de ruimte geven voor het maken van opmerkingen die u van belang acht voor het onderzoek naar de mate en vorm waarin organisatie cultuur effect heeft op uw ontwikkelings-netwerk.

1. **Wilt u nog opmerkingen maken met betrekking tot het interview die van pas kunnen komen gedurende mijn onderzoek naar het effect van de organisatie cultuur op ontwikkelings-netwerk?**

2. **Gaat u akkoord dat indien ik nog essentiële informatie mis, ik telefonisch of mailcontact met u opneem? (Email adres, telefoonnummer)**

3. **Wilt u ook graag het resultatenrapport ontvangen?**

Ik wil u graag hartelijk bedankt voor dit interview!

Noteer de tijd. Interview geëindigd om:

A uur:

B minuten: