Employee Gender vs. Supervisor Gender: Gender Effect on Interaction In Tourism Organization

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Abstract

This research aims to compare how both employee and supervisor's gender can affect the relationship between each other in tourism organization, in terms of interaction patterns which includes many aspects such as the communication style between supervisors and subordinates, supervisor feedback, mentoring and conflict management, The cross gender combination(male-male, male female, female – female, female-male)are highlighted and to study which gender combination has the highest effect on relationships in the tourism organization.

Keywords: subordinate, gender, supervisor, effect.

Introduction

Research importance and objectives: The relationship between subordinate and supervisor plays an important role in the success of any organization and the achievement of its goals. That is why there is an increasing need to study the different factors that affect the relationship. Gender combination has a great effect on relationships in general, especially in a traditional society like Egyptian society. This study aims to investigate the effect of different gender combinations (dyads) of subordinates and superiors on the communication style, feedback, and mentoring and conflict resolution.

Design/methodology: This study measure the relationship between one dependent variable which is gender combinations represented as: male/male, male/female, female/female and female/male; and four independent variables: communication style, feedback, mentoring and conflict resolution. The relation between these variables was tested through a five point likert scale questionnaire distributed to 550 employees in Egyptian ministry of tourism; of which 235 male and 250 female.

Findings: gender combination played a very important role in defining communication style between superiors and subordinates and mentoring .This effect was limited in conflict resolution and very slight in the case of feedback.

Originality/value: Human resources studies has long been focusing on hotel management studies , very few studies focus on human resources ,especially gender effect ,in tourism organizations. This study analyzes four dimensions of the supervisor –subordinate relation while most similar studies focused on only one dimension.

Theoretical overview

Gender has a very strong influence on person's beliefs, stereotypes, behavioral expectations and personal characteristics (Gilbert & Rossman, 1992), (Nelson & Holloway, 1990), It influences the nature of the supervisory relationship. (Hindes& Andrews, 2011) which is the essential relationship with the organization, and the most important one in it .This suggests that the supervisor-subordinate relationship can be thought of as gender sensitive (Tzinerr & Barsheshet,, 2014) there is also evidence to suggest that gender is decreasingly salient in organizational contexts and that managerial roles are increasingly defined and evaluated in gender-neutral terms (Blum, Fields, &Goodman, 1994). For example, Eagly and Johnson (1990, 1996) found in a meta analysis of gender and leadership style that gender role differences were less noticed in organizational behavior. Thus, this study aims to investigate whether the supervisor-subordinate interaction in the tourism organizations in Egypt is gender sensitive or gender neutral in terms of

communication style ,feedback ,conflict resolution and mentoring .To determine this the gender of the manager cannot be studied in isolation from the gender of the subordinate , rather we must consider the interaction of the subordinate–supervisor combination and the gender of each party**.**

Communication style
 The difference between men and women and their style of communication is due to the fact that men and women view the purpose of conversations differently John Gray and Deborah Tannen show that while men view conversations as a way to establish and maintain status and dominance in relationships, women use communication as a tool to enhance social connections and create relationships (Tannen, 1990) . Men use language to exert dominance and achieve tangible outcomes (Leaper, 1991; Wood, 1996; Mason, 1994).

Male supervisor is described as unemotional and analytic, they use more aggressive, assertive, direct, and powerful communication traits (Basow & Rubenfield, 2003; Wood, 1996; Mason, 1994). Men are more goal and task-oriented they generally prefer the Agentic Style in management that means they are assertive, controlling, and confident, aggressive ambition, independent, daring, competitiveness, and self-confidence. (Eagly & Johannesen, 2001).

Women are perceived as less controlling and more cooperative than males, women managers prefer to supervise employees in softer ways. They are expressive, tentative, cooperative, and polite, women tend to be more people and relationship-oriented in their communication style (Merchant,2012).; A study claimed that women supervisors like building relationships with their supervisors in order to realize outcomes, they believe that effective outcomes are best achieved through a context of connection that include mutuality, authenticity and empowerment (Duehr &bono,2006) . Woman's style is referred to as Communal Style which is described in terms of sharing and concern for others, i.e. not drawing attention to oneself, accepting others, providing support and help, finding solutions to personal problems, and focusing on the process rather than the task and bottom-line (Eagly & Karau, 2002; Rosette & Tost, 2010). This pattern of reported preferences is clearly consistent with Eagly and Johnson's (1996) finding of gender and leadership that the strongest evidence for gender differences in leadership style is the tendency for women to adopt a more participative and democratic style and men a more autocratic or directive style(Wilson et al.,2003).

On the other hand these communication style may vary depending on the gender of the target person that they are trying to influence (Moore et al. ,2005) , male supervisor are more likely to use soft style with other males and hard tactics more with female managers. This implies that male managers rely on emotions and interpersonal relationships to influence other males, but rely more on influence tactics based on intimidation to influence members of the opposite sex. While Lamude (1993) found that female supervisors use soft influence tactics with both male and female managers, which is representative of females intimate communication styles and the high value they place on interpersonal relationships in the workplace. Other studies proved that females use consultation, inspirational appeal, and ingratiation more with other female employees and exchange tactics more with male employees (Carli, 1999), which implies that female managers are more likely to create and foster closer bonds with other female employees easily because of their similar communication styles, but not with other male employees due to their conflicting styles of communication(Merchant,2012).Women are more tolerant and understanding to female colleagues' absences to take care of personal and family matters. It is also interesting to note that men with female supervisors seemed to benefit the most (Moore et al. ,2005).

Oakley (2000)and Fletcher et al. (2000) found that female managers were able to achieve effective outcomes by connecting with their subordinates and developing their subordinate's competencies including self-confidence(Basow & Rubenfield, 2003) .   Other research has shown that male managers are more motivated to work in competitive environments where they exert an assertive role, are able to impose their wishes on others, and stand out in a group of people (Eagly, Johannesen-Schmidt, & Van Engen, 2003).

These psychological gender differences in communication styles and influence tactics create stereotypical roles for men and women in the workplace, providing a set of expectations for what is expected of women (Merchant,2005). As a result, some female supervisors feel that they have to be tough in order to rise into the managerial ranks in a competitive industry; They have to change their communication style in an effort to adapt to male-dominated hierarchical organizations ,so they can become more direct and unresponsive to the feelings. These changes from a feminine to more masculine style are incongruent with sex role expectations (Lamude & Daniels, 1990). This appears to be especially problematic for female subordinates who anticipate that a female supervisor will empathize more with their personal and professional problems. They are surprised and disappointed. In addition, females are supposed to communicate with their superiors for affection and relaxation,when female supervisors do not satisfy these motives for communication, female subordinates feel violated.(Williams&locke ,1999).

Feedback

Effective feedback is important to identify the gap between actual and desired performance (Frese&Zapf, 1994) , thus it should provide specific and unambiguous information regarding the problem and the correction solution. It should provide opportunities for participation by the receiver (DeNisi & Kluger, 2000) **.**

Geddes and Lineham (1996) identified the following four dimensions of negative feedback: (a) message content (explicit vs. implicit), (b) message style (constructive vs. destructive), (c) knowledge of performance context (high vs. low), and (d) standards of evaluation

Male and female managers may differ in the approach of providing feedback;

Male managers generally adopt a six-step sequence for giving a subordinate feedback on their work performance .Their strategy for raising the issue is composed of three steps: invite the subordinate to a private setting, calmly raise the issue, and then reassure the subordinate of their value. Their subsequent strategy for resolving the issue included a further three steps: (a) offering practical advice, (b) inviting feedback on the advice, and (c) discussing implementation strategy.

 On the other hand, Female managers are more concerned with managing the context of feedback and the subordinate's reaction to prevent hurt and anger in contrast to male managers. Their feedback strategy is composed of 12-step.The strategy for initiating the interaction includes 5 steps to affirm the subordinate's value prior to giving negative feedback by :(a) establishing a private setting, (b) making general inquiries regarding work progress and inviting subordinate self-appraisal, (c) acknowledging positive aspects of subordinate's work performance, (d)calmly raising the issue of concern, and (e) inviting subordinate's reaction. The female managers' strategy for resolving the issue includes a series of cycles of interaction, problem solving , and action planning.

Generally, The female manager strategy can be clearly distinguished by its high level of interactiveness and directness. It is consistently a bilateral interactive. The female also appears uniquely to involve a gradual escalation of directness.As shown; the female manager strategy differs in the type, number, and ordering of its elements. In the initiation phase, for example, it

involves a four-step sequential process, the male manager feedback is simpler as it involves two steps of address and affirms or address and acknowledge. Both systematically differ from the female strategy in that feedback is given (i.e., the issue is directly addressed) in the absence of the preparatory activities of asking the subordinate for his or her perspective and affirming the subordinate's standing.

The female strategy is considered by both men and women as the most effective way to "raise the issue" and as more likely to result in a subordinate considering changing his or her behavior (Lizzio et al., 2003). Carli (1990) suggests that a more direct approach would be more effective with men however with women there may be a need to be less direct.However, it is important not to overstate the apparent differences between the feedback strategies endorsed by male and female managers.Female managers will be evaluated more harshly than their male colleagues for delivering any form of negative feedback to a subordinate (Eagly, Makhijani, and Klonsky, 1992).

Mentoring
Mentoring is the communication between supervisor and subordinate that helps, comforts, cares for, and aids one or both persons. This unique form of human contact reduces uncertainty, provides a sense of personal control, and creates a stronger bond between the participants. Mentoring can serve to reduce the negative consequences of stress brought on by organizational factors such as role ambiguity, work overload, and job uncertainty (Williams& Locke,1999).The unique characteristics of mentoring clearly establish the relationship between the spervisor and subordinate as interpersonal.

The mentor guides, counsels, and encourages the younger person, known as a"potégé". Within the mentoring relationship there are stages of coming together and coming apart, and feelings of intimacy. Mentoring combines aspects of a work relationship as well as a personal relationship ((Kalbfleisch & Davies, 1993).

The mentor provides both career development and psychosocial support. The career development function includes sponsorship, visibility to others, protection, and offers of challenging assignments. The psychosocial function enhances a subordinate's feeling of competence and sense of identity in the organization. mentors are known for their ability to inspire change in the values and needs of their followers so that individual interests are subsumed under the collective goals of the organization, they help develop their followers to their full potential, offer rewards in exchange for compliance by rewarding their followers for meeting objectives and punishing them for failing to meet objectives (Avolio, 1999).

The subordinate, on the other hand, gains increased self confidence, ways of dealing with people, self insight, ways to approach problems, and an increased understanding of the organization. Furthermore, researches indicate subordinate enjoy the additional benefits of having greater job satisfaction , being promoted more often, attaining an executive position at a younger age, and receiving greater total compensation, including salary, bonuses, and benefits (Whitely,Dougherty, & Dreher, 1991).Mentors can also benefit from the relationship as they find internal satisfaction from knowing that they have made a positive impact on a younger person, they also receive recognition within the organization from colleagues for successfully developing younger talent. On the downside, mentors may feel threatened by a protégé's growth and development; lack of recognition can also be a problem (Williams& locke, 1999).

Researches showes that female superiors' behavior generally includes supporting, rewarding, mentoring, networking, consulting, team building, and inspiring, whereas masculine behaviors include problem solving, influencing upwards, and delegating (Martell & DeSmet, 2001). That is

why female supervisors tend to participate in mentoring relationship with their subordinates which implies mutual empathy and empowerment. Some researches show that mentors provide more psychosocial functions to women than men, women supervisors mentor more women than men, and women prefer female mentors.

Female subordinates often feel more isolated in the organization, and feel like they receive less mentoring from their immediate supervisor (Ragins & cotton,1999). They perceive more barriers in acquiring a mentor. These barriers include restricted access to potential mentors (i.e., senior executives), the perception that mentors were unwilling to enter into a relationship with them, and the feeling that other people would disapprove of the relationship, or misconstrue it as being sexual rather than professional.

Jordan et al.(1991) showed.that women with female supervisors received the least amount of mentoring (i.e., collegial social support, coaching, and task mentoring) as compared to men with female supervisors or women with male supervisors.In contradiction. Ragins & Cotton(1999) found that female subordinates with female supervisors perceived the least mentoring behavior. Not only do these results contradict the advice given to women that they need to acquire a female mentor, they also contradict the mentoring research which indicates mentors provide more psychosocial functions to women than men (Burke, McKeen, & McKenna, 1993). This explains the findings of Burke and McKeen (1995, 1996) that women reporte a small preference for a female rather than a male supervisor. However, Williams & Locke (1997) has shown women are just as likely to be mentored as men. .On the opposite, Moore et al.(2005) found that women with female mentors reported more psychological support than did women with male mentors.

This shows that the effect of gender on mentoring relationship is very controversial, it differs from one study to another.

Conflict resolution

Considering the conflict management style, researchers have found that the supervisors' gender has the greatest effect on conflict resolution style (Shadare et al., 1998).For example, in efforts to resolve conflicts, women generally use "soft" tactics (Lucas & Lovaglia, 1998) and indirect negotiation strategies. Men, on the other hand, report greater use of "hard" tactics (e.g., pressure and contention) (Carothers & Allen, 1999). Female superiors are regarded as less competent than male superiors when providing criticism to their subordinates (Sinclair and Kunda, 2000). Researchers have indicated that female supervisors tend to use interpersonal, compromising, co-operative , avoiding methods. In contrast, there is evidence that male managers tend to use more aggressive competitive, confronting, assertive strategies more often and faster than female managers. (Shadare et al., 1999). Female managers use communication before resorting to using power. Also, female supervisors were found to use confrontation less than male supervisor (Mulac, Siebold, & Farris, 2000).

Sorenson and Hawkins (1995) reported that male managers assumed competitive conflict resolution strategy more than female managers; and female managers assumed compromising conflict resolution strategy more often in conflict than their male counterparts. Male managers simply sanctioned themselves to use formal authority to deal with the issue, whereas female managers expected themselves to employ more interpersonally complex and facilitative modes of intervention (Lizzio et al., 2003). Male aggressiveness and coercion during collective bargaining process usually make them ineffective in managing industrial conflict. Female relational and compromising skill acquired through family role tends to afford them opportunity to negotiate and lobby for peaceful co-existence of the organization rather than male managers that seem to be too coercive and aggressive at the bargaining table (Moore et al., 2005).

Meanwhile there is some common characteristica in conflict resolution between male and female supervisors such as, rules for politeness, self-control, rationality, and self-defense expression (Wilson et al.2003).
From the subordinate side, both male and female subordinates are more likely to pursue their interests in a conflict with a female supervisor and less likely to use confrontation with a male supervisor. supervisors of both genders may not possess innate conflict resolution style but the interaction with male or female subordinate affects the used style. They also found that male subordinates use confrontation more often with a female supervisor and female subordinates used avoidance more often with male supervisors(shadare et al.,2011).

Emperical

This study was conducted in the Egyptian ministry of tourism in Cairo, Egypt as the biggest administrative organization that influence the tourism in Egypt ,therefore it was important to study one of the influential factors that may affect relationships into this organization. The big number of employees in this organization make the results from the research more significant .

The number of employees in the ministry of tourism is 1418 employees, of which 789 males and 620 females. The researcher distributed 550 questionnaires, only 485 of them where analytically valid . The distribution of the respondents was as shown in table (1).

Table (1): Distribution of the studied group regarding their age and sex

Age group	Number	Percent
<30	125	25.8
30-40	180	37.1
40-50	120	24.7
>50	60	12.4
Range Mean S.D.	26-58 40.5 9.38	
Gender of employee Male Female	 235 250	 48.5 51.5

As there is an overlap between the role of supervisor and the role of the subordinate (one's supervisor may be a subordinate of someone else) .The researcher has designed one questionnaire that consists of two sections ;the first section contained information about the respondents such as their name ,age, position and a highlighted question about their sex and the sex of their direct supervisor that was marked to be obligatory .this part was used to measure the four sex combination in analyzing the questionnaire as shown in table (2) . The first combination (male/male) represented 34% of the respondents , combination (female/female) represented 13.8% ,the third combination (male/female) represented 22.5%,the fourth combination(female/male) represented 29.7% of the total respondents.

Table 2: Distribution of the studied group regarding their sex and direct manager

Group	Gender of employee	Gender of direct manage	Number	Percent
Group I	Male	Male	165	34.0
Group II	Female	Female	67	13.8

Group III	Male	Female	109	22.5
Group IV	Female	Male	144	29.7
Total			485	100.0

The second part of the questionnaires consisted of the 5 point likert scale questionnaires that tested the four dimensions of relationship between supervisor and subordinate: communication , feedback ,mentoring and conflict resolution .

Results and discussion
The data was collected and entered into personel computer.Statistical analysis was done using Statistical Package for Social Sciences (SPSS) software ,the statistical method used as follow :Arithmatic mean, standard deviation .For categorized parameters Chai square was used , while for two groups T test was used for parametric data , the level of significance was 0.5.
The first independent variable which is the influence of gender on communication style is represented in Table (3)

Table 3: Relation between gender of subordinate and gender of supervisor on communication style

	Group I (male/male)		Group II (Female/female)		Group III (male/female)		Group IV (female/male)		p
Talking with manager limited to the work tasks									
Agree	86	52.1	30	44.8	33	30.3	89	61.8	0.001*
Neutral	29	17.6	8	11.9	23	21.1	21	14.6	
Not agree	50	30.3	29	43.3	53	48.6	34	23.6	
Talking with manager deals with the social aspects (everyday problems - pressure)									
Agree	61	37	38	56.7	52	47.7	42	29.2	.001*
Neutral	52	31.5	13	19.4	34	31.2	42	29.2	
Not agree	52	31.5	16	23.9	23	21.1	60	41.7	
Manager in the work that is characterized by severe control in his dealings with us									
Agree	62	37.6	22	32.8	22	20.2	36	25.00	.007*
Neutral	50	30.3	22	32.8	30	27.5	39	27.1	
Not agree	53	32.1	23	34.3	57	52.3	69	47.9	
Director has the self-confidence (Decision making - Dealing with difficult situations to work)									
Agree	128	77.6	51	76.1	82	75.2	90	62.5	.044*

Neutral	24	14.5	12	17.9	15	13.8	39	27.1	
Not agree	13	7.9	4	6.0	12	11.0	15	10.4	
Director cooperate with me in the performance of work tasks									
Agree	133	80.6	57	85.1	90	82.6	110	76.4	.558
Neutral	15	9.1	7	10.4	12	11.0	20	13.9	
Not agree	17	10.3	3	4.5	7	6.4	14	9.7	
I have had a good social relationship with my direct manager									
Agree	99	60.0	46	68.7	88	80.7	79	54.9	.002*
Neutral	40	24.2	12	17.9	13	11.9	35	24.3	
Not agree	26	15.8	9	13.4	8	7.3	30	20.8	

It shows that in both male/male and female/male dyads the conversation tend to be limited to work issues ,however in the female/ male dyad some social issues are more likely to be brought up during the conversation, the female/female communication style is the friendliest, male supervisors tend to communicate more with their female subordinates than with their male subordinates, on the other hand female supervisor are more strict with their male subordinates may be because they want to break the social assumption that females tend to talk more about social matters ,we also find females more confident in the latter dyad and less controlling(25.8%) than in the female/female dyad(32,8%).Also female manager encourage her female subordinate 82.1% more than their male subordinate(68.8%),although male supervisor encourage both his male and female subordinate almost the same(77.6% ,72.2%) ,male supervisors are more democratic with their female subordinate (56.9%). Generally table (3) shows that male supervisors tend to be more controlling, self confident, strict with their male subordinates, they tend to be more flexible and friendly with their female subordinate. Female superior tends to be stricter with their male subordinate than with their female ones, the communication in the female/ female combination is more friendly and confident.

Table 4: The effect of the four gender dyads on the feedback style

	Group I (male/male)		Group II (Female/female)		Group III (male/female)		Group IV (female/male)		p
If I failure to work, the director:									
a) Speak to me Alone									
Agree	99	60.0	37	55.2	59	54.1	72	50.0	.260
Neutral	40	24.2	22	32.8	25	22.9	45	31.2	
Not agree	26	15.8	8	11.9	25	22.9	27	18.8	
b) Speak quietly									
Agee	103	62.4	40	59.7	65	59.6	82	56.9	.553
Neutral	38	23	19	28.4	22	20.2	41	28.5	
Not agree	24	14.5	8	11.9	22	20.2	21	14.6	

c) It starts asking me on the progress of work in general								
Agree	101	61.2	37	55.2	68	62.4	75	52.1	.031*
Neutral	47	28.5	22	32.8	20	18.3	37	25.7	
Not agree	17	10.3	8	11.9	21	19.3	32	22.2	
d) Starts by mentioning the positive aspects of my performance								
Agree	74	44.8	39	58.2	65	59.6	73	50.7	.197
Neutral	56	33.9	21	31.3	28	25.7	45	31.2	
Not agree	35	21.2	7	10.4	16	14.7	26	18.1	
e) Ask me about my opinion on the cause of deficiencies								
Agree	95	57.6	42	62.7	69	63.3	79	54.9	.742
Neutral	47	28.5	15	22.4	28	25.7	40	27.8	
Not agree	23	13.9	10	14.9	12	11.0	25	17.4	
f) Propose a specific plan to overcome the deficiencies								
Agree	87	52.7	38	56.7	66	60.6	79	54.9	.616
Neutral	60	36.4	19	28.4	29	26.6	43	29.9	
Not agree	18	10.9	10	14.9	14	12.8	22	15.3	
g) Hear my suggestion for how to overcome the deficiencies								
Agree	101	61.2	48	71.6	70	64.2	54.9	54.9	.045*
Neutral	52	31.5	13	19.4	23	21.1	42	29.2	
Not agree	12	7.3	6	9.0	16	14.7	23	16.0	
h) I'm trying to defend myself								
Agree	103	62.4	44	65.7	73	67.0	83	57.6	.825
Neutral	44	26.7	17	25.4	27	24.8	44	30.6	
Not agree	18	10.9	6	9.0	9	8.3	17	11.8	
i) Explain my point of view about the reason for deficiencies								
Agree	123	74.5	51	76.1	82	75.2	94	65.3	.322
Neutral	31	18.8	13	19.4	17	15.6	33	22.9	
Not agree	11	6.7	3	4.5	10	9.2	17	11.8	

Generally there isn't a significant difference in the feedback style between the four sex dyads ,there is a very slight difference between them male superior prefer to give feedback to their subordinates in privacy ,female superior doesn't care about this especially if the subordinate is a female but they begin their talk with them by mentioning the positive things and they like to take their suggestion about how to solve the situation(62.7%) ,do this less often with their male subordinates(54.9%). Results show find female subordinates tend to defend themselves more especially with their male superior(67%),and they explain their point of view about the reasons of difficincies(76.1%).

As for the mentoring relationship ,it is the best in the female/female dyad as shown in table (5) the female superiors support their female supervisor the most (67.2);the worst mentoring dyad is between female superior who support their male subordinate the least (49.3%).male superior support their male subordinates the most in case of financial rewards(61.8).

Table5: Relation between gender of supervisor and gender subordinate on mentoring.

	Group I (male/male)		Group II (Female/female)		Group III (male/female)		Group IV (female/male)		p
Director taught me the rules governing (work style and its limits ... etc.)									
Agree	107	64.8	47	70.1	76	69.7	86	59.7	.583
Neutral	33	20.0	13	19.4	20	18.3	38	26.4	
Not agree	25	15.2	7	10.4	13	11.9	20	13.9	
Director provides protection (where we work in a stable place)									
Agree	97	58.8	45	67.2	68	62.4	85	59.0	.399
Neutral	45	27.3	13	19.4	19	17.4	32	22.2	
Not agree	23	13.9	9	13.4	22	20.2	27	18.8	
Director provides psychological support (We work in stable place- understands the pressures at work and helps us to overcome)									
Agree	97	58.8	49	73.1	70	64.2	83	57.6	.332
Neutral	39	23.6	8	11.9	24	22.0	33	22.9	
Not agree	29	17.6	10	14.9	15	13.8	28	19.4	
Director advised me to develop my career (to attend training - a proposal for the work of other acts ...etc.)									
Agree	94	57.0	42	62.7	69	63.3	76	52.8	.559
Neutral	37	22.4	15	22.4	21	19.3	41	28.5	
Not agree	34	20.6	10	14.9	19	17.4	27	18.8	
Director supports my faith in myself (through encouragement - rewards)									
Agree	97	58.8	45	67.2	70	64.2	71	49.3	.0001*
Neutral	38	23.0	9	13.4	25	22.9	60	41.7	
Not agree	30	18.2	13	19.4	14	12.8	13	9.0	
Director supports me to get upgrades									
Agee	72	43.6	33	49.3	61	56.0	53	36.8	.05*

Neutral	64	38.8	19	28.4	29	26.6	60	41.7	
Not agree	29	17.6	15	22.4	19	17.4	31	21.5	
Director supports me to getfinancial rewards									
Agree	102	61.8	38	56.7	62	56.9	66	45.8	.200
Neutral	42	25.5	18	26.9	29	26.6	49	34.0	
Not agree	21	12.7	11	16.4	18	16.5	29	20.1	

Table(6)shows how sex dyads can influence the conflict resolution style ; female superior prefer to discuss with their female subordinates(82.1%) and they avoid confrontation with their male subordinate (33.7%) they would rather prefer negotiation(55%). The similar dyads(male/male . female/female) like to find compromise(52.3% ,55.2%) . however male tend to continue arguing until they get what they want with their male subordinates(43%) more than with their female subordinate(27.5%)

Table 6: Relation between gender of subordinate and gender of supervisor on conflict

	Group I (male/male)		Group II (Female/female)		Group III (male/female)		Group IV (female/male)		P
When a misunderstanding with manager…….									
a) Discuss with the director to solve the problem									
Agree	114	69.1	55	82.1	77	70.6	100	69.4	.298
Neutral	34	20.6	6	9.0	17	15.6	30	20.8	
Not agree	17	10.3	6	9.0	15	13.8	14	9.7	
b) Listen to director (not argue - admitt with mistake)									
Agree	54	32.7	23	34.3	35	32.1	48	33.3	.034*
Neutral	60	36.4	19	28.4	29	26.6	63	43.8	
Not agree	51	30.9	25	37.3	45	41.3	33	22.9	
c) Do not declare the existence of a misunderstanding									
Agree	39	23.6	10	14.9	29	26.6	37	25.7	.013*
Neutral	44	26.7	29	43.3	31	28.4	60	41.7	
Not agree	82	49.7	28	41.8	49	45.0	47	32.6	
d) Avoid confrontation with director									
Agree	36	21.8	15	22.4	22	20.2	28	19.4	.415
Neutral	53	32.1	16	23.9	38	34.9	58	40.3	
Not agree	76	46.1	36	53.7	49	45.0	58	40.3	
e) I'm trying to reach a compromise									
Agree	88	53.3	37	55.2	48	44.0	67	46.5	.455

Neutral	47	28.5	22	32.8	43	39.4	50	34.7	
Not agree	30	18.2	8	11.9	18	16.5	27	18.8	
f) I defend myself									
Agree	84	50.9	39	58.2	54	49.5	82	56.9	.557
Neutral	51	30.9	15	22.4	39	35.8	39	27.1	
Not agree	30	18.2	13	19.4	16	14.7	23	16.0	
g) Director avoids confrontation									
Agree	44	26.7	13	19.4	40	36.7	49	34.0	.0001*
Neutral	60	36.4	19	28.4	19	17.4	59	41.0	
Not agree	61	37.0	35	52.2	50	45.9	36	25.0	
h) Director uses a method of negotiating to resolve the problem									
Agree	78	47.3	40	59.7	60	55.0	61	42.4	.170
Neutral	58	35.2	15	22.4	29	26.6	49	34.0	
Not agree	29	17.6	12	17.9	20	18.3	34	23.6	
i) Director continues he argue until he gets what he wants									
Agree	71	43.0	27	40.3	30	27.5	50	34.7	.05*
Neutral	50	30.3	18	26.9	33	30.3	52	36.1	
Not agree	44	26.7	22	32.8	46	42.2	42	29.2	

Conclusion

The effect of sex dyads in the Egyptian tourism organization is very significant , male and female act very differently in work relations depending on the sex of the person they are dealing with whether superior or subordinate.

Despite of the general idea that female supervisors to be more friendly in their work relationships ,the study has shown that this differ significantly if their subordinates are males female supervisor tends to be more proffessional .While Egyptian male supervisors in tourism organization tend to be softer in their relation with their female subordinate.

Unlike most researches in the theoretical overview (Frese&Zapf,1994,Geddes and Lineham,1996, DeNisi & Kluger, 2000) that shows a significant difference in the feedback style between male and female supervisor this study shows a very slight difference in both styles.

In the tourism organizations in Egypt the best mentoring relation exist between female superior and subordinate. In conflict resolution females avoid confrontations and men pursuie their conflicts untill they get what they want ,If we need to find compromises this would be better in similar combinations.

This study shows that work place relations are affected by the gender combinations , which can be reflected on the productivity , job satisfaction and many managerial aspects.

Further research
This research investigated the effect of sex dyads on superior/subordinate relationship in tourism organisations studies need to be held in depth to reveal the reason for these differences .studies also may investigate the best sex combination for higher level of managerial effectiveness.

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