Homosexual Reproduction
An evaluation of the concept of homosexual reproduction in female leadership roles

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Abstract

In the last few years, the world has seen a relative increase in female leadership in different areas such as political space and the corporate world. This rise has a significant impact on how these female leaders reproduce future leaders of their organizations. This study explores the concept of homosexual reproduction in female leadership roles through their interaction with fellow females in corporate settings. Furthermore, the study was used to determine the factors that prevent homosexual reproduction among female leaders. The study's strategy used a qualitative methodology supported by an inductive approach, empirically with semi-structured interviews to collect data from six experienced female leaders in Sweden and Zambia. Empirical data were analyzed using qualitative analysis of content. The interviews indicate that homosexual reproduction was not present in the female leadership, as most female leaders valued the skills, competency, and qualification.

The result also suggests three factors that prevented homosexual reproduction in female leadership roles: competency and qualifications, job profiles, and home and family responsibilities. Female leaders were efficient in their roles because they focused on attaining organizational objectives when thinking about future leaders. The empirical data revealed differences in the barriers that prevented homosexual reproduction in Sweden and Zambia. In Zambia, all the barriers were manifest in the female leaders, while in Sweden, it was only the competency and qualifications aspect.

Key words

Homosexual Reproduction, Leadership, Female, Gender, dominant, token,
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1 Introduction

The purpose of this chapter is to discuss the background and the theoretical foundation of the research. This chapter will look at the problem discussion, the significance of the study, research questions and objectives, and thesis outline.

1.1 Background of the study

Corporate practices, gender stereotypes, and cultural practices combined with ancient religious and educational traditions had restricted women’s entry and participation into the workplace (Van Vianen and Fischer, 2002). The use of homosexual reproduction also limited their participation in leadership roles (Kanter, 1977). Rosabeth Moss Kanter first explained the term Homosexual Reproduction in her classic study of her book titled Men and Women of the Corporation. Kanter, (1977) argued that corporations were highly involved in people production. This meant that men within organizations produced people who shared similar values and experiences to take up future leadership roles. The historical meaning of Homosexual Reproduction is the process by which men “reproduce themselves in their own image” (Kanter, 1977, p. 48). This definition implies that managerial and leadership positions were an opportunity used by men to exclude people who were viewed differently (Kanter, 1977, p. 48). Organizations that practiced homosexual reproduction were often referred to as man’s company, men preferring to work with their fellow men (Kanter, 1977).

The struggle for the consideration of females in leadership roles was regarded as the problem of inability and not sex (Kanter, 1977). Thus, it can be said that female leaders faced different conditions in many organizations because of the power of men, stereotypes, cultural beliefs, and of course, the glass ceiling.
These long-standing beliefs made it difficult to view women the same as men. Additionally, family life responsibility for women also contributed to the concept of gender reproduction (Hughes, Ginnett, and Curphy, 2009). Bryman et al, (2011) observe that women face time constraints in managing the career and family, making it difficult for them to network with their colleagues, thus leaving the power of influence to the men.

Wolf and Fligstein, (1979, p. 235) defined power as “control over resources, people, and things”. In most organizations, power was used by men as an essential element for effective performance (Kanter, 1977). Since most of the leadership positions were occupied by men because of their perceived power of influence, this ignited the desire by men to control how employees (men and women) performed and what leadership roles they occupied. Kanter, (1977) explains that leaders and managers used power to protect men that were fitting in the leadership position or seen as their kind. Although Kanter’s studies reviewed the problem of male dominance in the organization, it is still evident today. Collinson and Hearn, (1995) suggest that men’s historical dominion in leadership positions has been left with little or no attention. This could be attributed to the scarcity of remedial measures to be taken by women since power was in the hands of those who had control of every part of the organization (Lewis and Simpson, 2012).

While power was used to limit the chances of women taking leadership, stereotypical tendencies were also present. Stereotyping was mainly associated with the belief that crucial differences between men and women exist (Alvesson et al, 2017, p.47). This affected the leadership relationship between men and women. Some men continued to view women as underperforming in every task (Kanter, 1977) while men were seen as hardworking and able to work with minimal supervision. Research conducted by Alvesson et al, (2017) indicates that women are strongly devalued when
leadership and management were carried out in a more stereotypically masculine way. Cultural beliefs and the glass ceiling also contributed to homosexual reproduction. This is because women were culturally believed to stay out of the office and take care of the home (Hughes, Ginnett, and Curphy, 2009). The glass ceiling is defined as an invisible barrier that women face when trying to assume higher leadership roles assignments because of their status of being female (Dimovski et al, 2010). In this case, women were not giving challenging roles; hence this hindered their progress in their leadership roles. The nature of leadership roles given to women by their male counterparts was less challenging; this also limited their progress in taking up leadership. Oakley, (2000) explains that corporate practices such as training, career development, promotion, and compensation contribute to the glass ceiling.

The recapture of women’s lives from corporate and societal barriers was the goal of women’s history from its origin. In the last decades, the world has seen an increasing number of women taking up leadership roles (Derks et al, 2010). Many organizations have used female leadership as a global competition strategy (Adler and Izaeli, 1994). The United Nations first introduced female leadership issues into society and organizations at the conference held in Beijing in 1995. The conferences dealt with numerous issues and concerns of women in managerial and leadership roles. Additionally, the conference also recognized the role female leaders play in influencing industrial progress, as well as the efficiency with which people are led to achieving the organization’s goals (UN, 1995).

Scholars like (Collinson and Hearn, 1995; Flood, 2007; Towns et al, 2015) have also developed theoretical literature about male and female dominance in an organization. Although much of their literature is rooted in a common propensity to think of dominance as an individual characteristic that primarily stems from the differences between men and women. Another scholar, Bryman et al (2011, p.122) argues that there is little or no proof that inherent
differences between men and women, such as abilities, traits, or style, could affect the leadership gap. Women must rise to the occasion and work towards eliminating society barriers such as; domestic responsibilities, stereotypes, and discrimination (Bryman et al, 2011, p.122)

Despite the many and positive measures implemented to address the inadequacies in fulfilling women’s leadership roles in many organizations, such as implementing company gender policy, fair performance, and fair conditions of service, the status of females in leadership roles all over the world is still relatively low. (Broadbridge and Hearn, 2008; Eagly and Schmidt, 2008; Valerio, 2009) also observe a low representation of women on corporate boards, leadership, and executive-level positions.

1.2 Problem Discussion

Historically, men used homosexual reproduction as a concept to reproduce their gender within their organization (Kanter, 1977). This resulted in women being sidelined, particularly with promotion and allocation of responsibilities. These organizations highly depended on men to take over leadership roles while the women continued to be followers. Today female performance has increased female employment production in fields that seemed to be a man’s job men such as industrial safehouses and heavy industry operations and productions (Chandler, 2011; Helfat, et al, 2006; Valerio, 2009). Women and men share the same work and have achieved positive results together. These developments have significantly increased female leaders in many organizations (Valerio, 2009).

As researchers, we wonder what could be the consequences if female leaders start to reproduce their gender as it happened in the 1977 classic study of
Rosabeth Moss Kanter’s studies. Gender reproduction in an organization can create a self-reinforcing mechanism that can support organizational gender discrimination in areas such as recruitment, promotion, and training, etc. This has a profound effect on the general output of the work that men and women do. For this reason, the researchers, therefore, saw the need to evaluate the concept of homosexual reproduction in female leadership roles.

1.3 **Significance of Study**

This research aims to bring new knowledge about the new leadership revolutionary era for female leaders. The context becomes comparable to gender parity as females continue to pursue more significant opportunities in higher hierarchical positions of leadership roles (Valerio, 2009). We are aware of today’s modern world releasing women leaders to reach the same roles as men. Whether political, civilian, social, and organizational, leadership and management roles are not detained with one dominant like the old decades’ strategy. For instance, nowadays, women are high decision-makers in organizations. Women leader’s implementations are practical and can impact essential outcomes. Likewise, both genders impact the outcomes positively or negatively.

Furthermore, we are cognizant of the proper knowledge this study will bring to field business and management; there are four modes of knowledge developed by Fisher (2010). The first two modes were founded by Gibbons et al, (1994). Two more modes have been introduced to this category by Scott et al, (2004). The first mode, “Disciplinary knowledge” (Fisher, 2010, p.43) is theoretical knowledge that established the concept of theoretical familiarity made by researcher engaged through certain boundaries and traditions of a particular area of science is referred to as; this is a base of knowledge and a system of regulations that characterize disciplines. Furthermore, Scholars rather than professionals choose the fields of focus in this mode; hence,
scholars often adopt the significance of the social experience. New evidence becomes established by academics to contribute a new body of knowledge.

The second mode, “technical rational knowledge,” (Fisher 2010, p43) aims for practical and logical experience. When it is based on the experience of practices, this mode style will take perceptions from anywhere possible. Therefore, that would not value scholarly, academic limits, and standards. In contrast, this type of mode of knowledge is more fitting for practitioners and professionals in the field. It has more advantages to solve existing or similar issues from a practical and logical experience perspective.

The academic studies work must bring us closer to business administration knowledge and learning. On the other side, this can enable both men and women in organizations to perform their job effectively for practice work. Since management and business study have both academic and practical function outcomes or rewards, they differ in project work within most fields. The options are whether to stick with perhaps a functional practical or a theoretical side regarding administration studies. In addition, Fisher, (2010) has also reviewed two new modes introduced to this category by Scott et al, (2004). The third mode “dispositional and trans-disciplinary knowledge” (Fisher, 2010, p.44). Ought to use theoretical thinking and practical experience to understand where to build innovative abilities and expertise in a comprehensive way that may create innovative values and perceptions.

The fourth mode of knowledge, “Critical knowledge,” (Fisher, 2010, p.44), offers a political and social criticism with modernity, the corporate and bureaucratic activities—right and equity through highlighting certain limitations and considering the bases of ethical sight of contemporary institutional practice. Scholars think that expressing personal autonomy throughout organizational existence requires them to behave like a prophet. That mirrors what problems and issues they deal to offer and delivers
reflection to trainers or experts. The emergence of specific various modes of knowledge indicates that for business and managerial research, perception and practice have been separated, for scholars focusing on modes 1 and 4 and professionals and practitioners focusing on modes 2 and 3. (Fisher, 2010, pp.43-44).

The researchers adopted modes 1 and 4, which are recommended modes of knowledge to academic researchers (Fisher, 2010). It would be more suitable to bring knowledge considering those modes, especially in fields like business and management studies, such as mode four where ethics are a high focus; because of the hot research topic, however, the researchers still attempt their best to bring proper knowledge for both academia and practitioners.

The study also forms valuable reference material for students, organizations, and other interested persons who may want to undertake a similar study. Conclusions made by the study will enable the researchers to have deeper insights into homosexual reproduction in female leadership roles. The study will also act as a basis for further research in gender, management, and leadership.

1.4 Research Questions and Objective of Study

The debate on the phenomenon of homosexual reproduction as presented by Kanter is increasingly becoming an interesting topic to study. Among the studies that have been conducted on homosexual reproduction, they are fewer that have been undertaken which focus on female leaders. This new revolution of leadership transformation is very conspicuous to the community and academia. Although females have reached some of their potential goals and dreams of freedom and rights in many places since we live in the democratic world, there is still gender inequality. Moreover, the business concept has changed, and management roles have been developed for both genders to work together effectively. Thus, we are cautious and sensitive about the labels of
genders. The study aims to build theoretical knowledge on the concept of homosexual reproduction in female leadership roles.

Therefore, the researchers adopted the (Billing and Alvesson, 2000) approach that ‘gender imbalance’ (p.145) is frequently labeled as female and male, which enforces gender imbalances in different contexts and reproduces international inequality between genders. It is reasonable to assume that substituting males with females can have some transforming power in senior leadership roles (Billing and Alvesson, 2000). Furthermore, since the good quality of business schools offers high-quality education in various fields, now many female leaders in all fields have the power and influence as males. As researchers, we reached the top of our curiosity to investigate this phenomenon; for this reason, we developed some research questions. According to Saunders et al, (2019), building research questions help the researchers to choose appropriate methods that can be used to answer the question. To evaluate the concept of homosexual reproduction in female leadership roles, the researchers formulated the following research questions;

(a) **What role does homosexual reproduction play among female leaders?**

(b) **What factors prevent homosexual reproduction among female leaders?**

1.5 **Thesis outline**

The outline is a summary map to give fast detection to readers to locate the research sections and their instruction during the thesis process; since the research investigated modern phenomena based on old theory. We followed the classic thesis layout from a modern perspective. Therefore, this thesis was built and divided into five chapters as a traditional thesis layout: Introduction, Theoretical concepts, Methodology, Empirical Data and Analysis, and Conclusion.
The first chapter includes an introduction about the thesis subject, beginning with an explanation of the background, accompanied more by issue discussion, the importance of the study, a discussion of the study’s objectives, the research question, and, consequently, summarizing chapter outline.

The second chapter describes the theoretical structure of the thesis subject. This chapter involves a critical framework comprised of theoretical concepts of the thesis subject: Leadership and Gender and Homosexual Reproduction.

The third chapter contains the methodology and the section at which gathering the scientific evidence is defined. The research is carried out using a qualitative testing framework design and an inductive research approach. The Methodology chapter frequently provides a comprehensive overview of primary data collection and the analysis method’s interpretation procedure. The chapter introduces and explains the research methodology, approach, and strategy design before moving on to the analytical study’s functional aspects, such as data collection, sampling, and research execution as a final critical analysis; it addresses the research quality of trustworthiness, credibility, and dependability, introduced as theoretical research criteria. This chapter concludes by stating the ethical considerations that were considered and the limitations of the study.

The fourth chapter includes the empirical data collection and the study of it. The chapter begins by providing an outline of the responses provided by interviewees for every interview segment. Following that, the research participants’ interactions are divided into different patterns. It also includes the discussion of empirical data analysis and findings. The outcome of the analytical analysis provided and interpreted for the conclusions is scientifically stated, including informing the reader of the forthcoming debate. As a result, it includes a discussion of the observations described in the second chapter. The empirical research is related and explored concerning the
Theoretical context outlined in chapter two throughout this thesis section. The chapter also contains the study’s findings, which would contribute to a closing statement in the final chapter as if the study question can be addressed or not.

The fifth and final chapter responds to our study questions. It addresses the findings in which the research provided for science and practitioners, furthermore, what shortcomings emerged due to the research stage. The thesis would summarize more study opportunities and a summary of our learning journey. In this part, the conclusions of the authors’ thoughts and recommendations for potential and the social implications of the study are discussed. The thesis ends with the researchers' reflection on their educational journey.
2 Theoretical Concepts

The theoretical concepts in this chapter provide the relevant theoretical background for this study. It involves two major components Gender and Leadership and Homosexual Reproduction. The first component includes a theoretical analysis of Female leadership and gender in leadership. The second component starts with a description of men as dominants and women as tokens and is followed by a theoretical analysis of tokens reproducing their gender.

2.1 Leadership and Gender

Alvesson et al, (2017) characterize leadership as “people engaging in an asymmetrical (unequal) relationship (formally or informally, permanently or temporarily, but not just momentarily) involving followers.” For the form of relationship to succeed, the concept of a leader means that. A ‘strong influencing person’ (HIP) must play the role of a leader in terms of influencing, whereas another person, a ‘low influencing person’ (LIP), may play the role of a follower (Alvesson et al, 2017, p.9). Different forms and models of leadership exist, both of which may have a beneficial or detrimental effect on their followers. While it manifests itself in various forms and leadership models, it has often provided a kind of bond between leaders and followers in which people share the same thoughts and vision.

The concept of leadership has for so many years been shaped by different perspectives that it has been associated with; this has also shaped the relationship that exists between leaders and their followers. The behavior and functions of followers continue to be guided by their leaders in every work they do. It can be said that leadership cannot exist without creating a proper relationship with followers. For people like Margaret Thatcher, Martin Luther King Jnr, and George Marshall, who succeeded in their pursuit of leadership,
they were surrounded by people that were following them and helping them reach their goal. Leaders play a significant role in shaping the behavior and attitude of their followers. Therefore, leaders have to continually check their follower's actions and behaviors to ensure that the goals and aspirations of their organizations are achieved. For instance, Martin Luther King Jnr showed a great example of leadership when “he had to monitor his audience to see which of his words yielded results and which did not” (Gardner, 2011, p.206) as it helped develop an insight of what he needed to improve.

Some of the common leadership perspectives that have shaped the relationship that exists between leaders and followers over the years are:

- **Trait Approach** - It is based on the assumption that leaders are born rather than made and that they possess traits or characteristics that shape their leadership abilities. These traits or characteristics reflect a range of stable individual differences, including personality, temperament motives, cognitive abilities, and expertise. (Alvesson et al, 2017, p.28). It can be said that these characteristics affect the relationship that leaders and followers share.

- **Style Approach** – It is based on the assumption that leadership is made up of a continuum of leadership styles (Tannenbaum and Schmidt, 1973). An example of personality and leadership styles is the Liz Wiseman multiplier and diminisher. A multiplier is someone who brings out the best in the people around him, while a diminisher is someone who brings out the worst in the people around him. We can conclude that the future of any leadership depends on the styles of leadership a present to his or her followers.

- **Situational Approach** – This is premised on the belief that every situation has the appropriate leadership styles one has to apply
(Alvesson et al, 2017, p. 33). It can be said that the situational approach is the combination of style and trait approach. Alvesson et al, (2017) argue that leadership styles depend on the character, knowledge, engagement, power, task characteristics of the relationships between superiors as presumed leaders and the subordinate as presumed followers.

As highlighted above, leaders come with different qualities, traits, characteristics, and styles of leadership. Some of the reasons why leadership is essential includes;

- **Reproduce Future Leaders**

  Leaders do not only inspire and motivate their followers; they are also responsible for future leadership (De Pree, 2011). Their contribution to building future leadership helps prolong the life of that organization, and organizations tend to overcome uncertainty as such loss of leader through attrition. For instance, George Marshall, a US Military Officer, and Politician tried to recruit and develop an impressive cohort of his young officers whose career trajectory he monitored. (Gardner, 2011). George Marshall equipped the younger officer with the military knowledge which helped them prepared for future roles.

- **Influencing behavior**

  Leaders have a role to play in influencing the behavior of their followers in performing different functions and help to shape direct behavior towards the vision and mission of their organizations. A leader is seen as more experienced, clever, better educated, more skilled, has more local knowledge, better ideas, and a general overview (Alvesson et al, 2017, p.99). Such attributes help leaders to influence the behavior of their followers. For example, if the leader puts up an idea on how specific tasks
should be performed and clearly shows them how they should be done, the followers will likely follow through.

Alvesson et al, (2017) argue that it makes sense to follow a leader because of the degree of superiority. A great example of leaders who used his position to influence people with different views during his fight for civil rights in the United States of America was Martin Luther King Jr. King was not only able to recruit individuals who had clashed with one another, but he also got them to work together. (Gardner, 2011).

**Shared Vision**

Leadership helps leaders who have high influencing power to build trust, mutual respect and clearly explain the vision of their organization to their followers. Since leaders build relationships with their followers, it becomes easy to set a vision that seeks to answer the needs of not only the organization but also the followers. When Robert Dockson arrived at CalFed to serve as CEO, he said,” I think you have to trust in a man who has a vision and can make you see that his vision is the right thing to do” (Bennis, 2009, p.161). Dockson’s words show us that leaders have a huge responsibility to show their followers where they are taking, thereby contributing to the overall performance.

**Creating meaning**

Leadership helps to create meaning in every situation that an organization finds itself in; this could be the behaviors of their followers, the work design, and job requirements. Smirich and Morgan, (1982 p. 258) explain that “leadership is only realized when one or more individuals succeed in attempting to frame and define the reality of others”. Creating the meaning of the different situations faced makes it easier for the leaders to steer the organizations to great heights. After appropriate reflection, the meaning of
the past is known, and the resolution of the experience, the course of action you must take as a result becomes clear (Bennis, 2009, p.110). The idea to generate meaning from situations also helps to bring out the training and developmental needs of the followers, especially when they are faced with challenges in their or when new technology is introduced; this ultimately helps organizations achieve their goals.

2.1.1 Female Leadership

According to Carli and Eagly, (2011) there have been significant gender imbalances for acceptance and ‘neuroticism’ female and male preference to the same gender. However, this behavior would not approach leadership. The females represented extraversion gradually, and though males overshadowed females in their pursuit of passion and commitment. Both genders provide no charisma or leadership beneficial effects. Their study reveals a substantial incidence of gender inequality against all genders in submissions for jobs occupied by a particular gender. The challenge for the leadership of females is to validate the need for an autonomy relationship. Stereotypical gender stereotypes have a two-fold interaction for female leaders; mainly, female community leaders may be criticized because they are not sufficiently involved with another gender. For instance, in specific industries and other contexts, female leaders were a little more transformative than male leaders; females also seemed to depend on average far more on a single factor for transactional leadership versus males utilizing conditional rewards. Leadership opportunities continue to expand for females, allowing many women leaders in the industry, governance, and others. However, change is obvious in behaviors against female representatives and family relationships. At this point, several voters consider nominating females for the presidency (Carli and Eagly, 2011).
According to Mavin, (2006,2008), the assumption of cooperative behavior, through which women accept the growth of their gender being the primary objective according to the report, managerial females appear to be noticed by their abilities rather than as representatives of their gender community. Furthermore, solidarity standards neglect a gender-based understanding of occupational and corporate experiences, allowing senior female leader-managers to regard themselves as outliers to differentiate themselves from their female peers. (Mavin, 2006; Mavin, 2008)

In comparison, although females are increasingly involved in male-dominated workplaces, male participation in female-dominated roles remains poor (Torre, 2018). In typical female occupational settings, gender inequality continues. The expression of the difference distance, in particular, represents the career direction of men who move from a non-female profession to a female-dominated sector and, as a result, are highly likely to switch the path again. (Torre, 2018). Kanter, (1977) also observes that there is a need to assist women who have family responsivities through the rearrangement of work and offering flexible working hours. This could positively contribute to their desire to pursue leadership roles.

2.1.2 Gender in female leadership

When we talk about leadership and gender, our thoughts are mainly issues like work discrimination, gender gaps, and the glass ceiling, especially in executive positions and managerial roles. March et al, (1999, p. 18) defined gender as “socially given attributes, roles, activities, and responsibilities connected to being a male or a female in a given society”. Gender is often used to describe the differences between male and female entities without any over assumptions regarding biology and sociology. In other words, thinking about gender usually gets us thinking about how doing business as usual creates problems for women in organizations. Therefore, understanding gender is
presumably often crucial for any leadership relations (Alvesson et al 2017, p.48). Although gender has been considered necessary in leadership relations, women continue to face challenges such as; women being viewed as a weaker vessel than men, men being given better managerial roles because of the assumption that women are unreliable.

Some research has been conducted to address the inequality caused by gender in the workplace. Some researchers have focused on gender as identifying the differences between men and women, i.e., individual characteristics and access to organizational opportunities. However, much of these discussions have been centered on understanding female leadership in organizations. We can argue that understanding female leadership and how individuals view it is critical in understanding gender and leadership.

The progression of women into positions of power and the widespread adoption of more compassion or supportive management strategies by both men and women are critical violations of past ideologies Eisler, (1991). However, some scholars interact about not a gender stereotype of men vs women or men vs men rather women vs women. Conversely, a matter of social organization. To this point, that which has been addressed are perspectives on women, men, careers, and influence that, for the most part, correspond to what Eisler (1991, p.5) defined as the “dominator model of society.” Eisler, (1991) introduced similar studies; according to Kanter, (1977), the stereotypical concept of hierarchical organization is ineffectively creative and neither flexible, which is set through its practices, infected with hierarchy dynamics, and restricted for new ideas or cannot be practiced outside pressures (Kanter,1977).

If it was about competence males against females or males above other males, country above country, “man over nature, or employer over an employee” (Eisler, 1991, p.5), the necessity to characterize the concept is evaluating. That
both labels, masculine and feminine, as included in this essay, are primarily structures suited to what the author calls a “dominator model of society rather than a partnership model.” (Eisler, 1991, p.5).

### 2.2 Homosexual Reproduction

The phenomenon of Homosexual Reproduction was first explained by Rosabeth Moss Kanter, who proposed that corporations were heavily interested in people’s production. Kanter’s (1977) research focused on understanding how men in the workplace created their profile. Men and Women of the Corporation are born out of a few incidents; according to Kanter, (1977) this view implies that managerial roles were filled by men who were alike in appearance. Men and women were constantly viewed as distinct from one another (Mills,1959). This substantially impacted Kanter's studies on male dominance. Kanter, (1977) explains that the management system offered a forum for those who were treated differently to be excluded.

Some researchers have reviewed the various approaches available in the literature of Kanter’s studies. It claims that power is an essential weapon for survival or thriving in society for specific individuals. The study indicates that some even think about getting the benefit of resource partnership instead of monopolization. Leaders are required to facilitate the commitment of followers for the organization’s success. Individuals also may adopt the informal system; however, from the different complex power systems, Kanter, (1977) emphasizes the definition of ‘power and its use’ in her conducted study. It is a concept that identifies more from bureaucratic dominance, managing resources to produce and employ anything necessary that individuals want both for objectives they are constantly striving to fulfill (Kanter,1977).

The definitive message of Men and Women of the Corporation is also revisited and reviewed. According to Lewis and Simpson, (2012) characteristics that focus on inherent equality between men and women reflect a modern feminist
standpoint. Although (Kanter, 1977) emphasizes the gender of organizational participants, therefore, in a sense, she may not radically differentiate gendered forms of behavior. As a result, corporations are often gendered by mistake. Lewis and Simpson, (2012) review Kanter’s seminal study in hopes of bringing to light manifestations regarding “gendered hierarchical relations” (Lewis and Simpson, 2012, p.142) which are apparent yet unacknowledged in her report.

2.2.1 Males as Dominants and Women as Tokens

Male dominance in many organizations led to the control of every part of the two groups’ work. Kanter, (1977) argued that dominant groups within the organizations greatly influenced the culture and their social interaction. Lewis and Simpson, (2012) explain that Kanter’s work on dominant groups revealed that organizational power was influenced by human biology or sexual disparities. This placed men and women in two different positions of subject and object; males hold high influencing power while women had low influencing power (Lewis and Simpson, 2012). According to Lewis and Simpson, (2012) male, ‘dominant’ brought about three challenges that affected women ‘token’ individuals. Firstly, highly visible token individuals often faced performance pressure which meant that they had to prove their competency to overcome the stereotypical tendencies placed on them by the dominant (Lewis and Simpson, 2012). Although performance pressure improves work performance, as noted by it greatly affected the women because the dominant groups would often associate with people who are like themselves (Roth, 2004).

Collinson and Hearn, (1995) explain in their experiment of the evaluation frames between men and women that “due to women’s inferiority on gender, their successes and contributions may be minimized and their limitations and
mistakes amplified” (p.202). This means that women's performance was not recognized as it was associated with the ancient male dominance ideologies that the dominant groups were using to judge them, i.e., men were the best performers in work-related activities. Furthermore, the performance of women was evaluated by men, and that they also create the standard against which the person is measured.

Secondly, women were secluded since the dominants held most of the leadership and management positions (Lewis and Simpson, 2012). This meant that the token group was seen cut off from the group and placed in positions that seem to be performing supportive functions with little contribution or impact to the organizations. The behavior by the dominant group not only socially solo work from the group but also created much stress among the token group (Kanter, 1977). Lastly, the dominant group created limited opportunities for job posts and positions by distorting the social characteristics to create a stereotypical barrier for women (Kanter, 1977). However, Kanter (1977) argued that the many challenges women faced did not come from any personal or social characteristics. It was mainly structural and behavioral tendencies imposed on women by their male counterparts. Thus, the work by Kanter (1977) provided evident conclusions that women working with men in dominant positions often faced different conditions which limited their career progression.

From the general perspective, these challenges faced by women must be avoided through a mindset shift, structural and behavioral approaches. This entails that organizations must see women as equal partners who shall provide the same opportunities as men. Women must also be allowed to reach their full potential in every part of their organization. Their gender or biological makeup should not judge them. Kanter, (1977) emphasizes that it is only when leaders
become aware of their stereotypical tendencies that are when they can help in modeling the behavior of other employees.

2.2.2 Tokens reproducing their gender

According to Akkaya and Üstgörül, (2020), most studies address economic, societal, and cultural factors, like modernity, the global, evolving economies, the expansion of technology, hence the necessity for cooperation, collaborations, and partnerships, demonstrating a significant demand for females in leadership roles in the modern globalized era. Therefore, in this case, what would be the position and role of female leaders, and how do they lead? The authors’ research, considered in the present perspective, explores leadership practices and leadership styles female leaders or managers demonstrate following previous research. The study also explains that female leader's better agile leadership capabilities. These scholars advise that female leaders must be included and promoted so that they can assist to lead others towards a brighter future.

On the other hand, Lewis and Simpson, (2012) argue that women who were historically allowed to be in the dominant group displayed dominant characteristics, which continued to create a barrier for other women. These viewed themselves as exceptional among the token group. However, we can argue that women leaders who create a distance from others often share varying reasons. This group of women is often referred to as Queen Bee. Staines et al, (1974) explain that queen bee women disassociate themselves from other women to access personal opportunities in a dominant male organization. Therefore, female leadership reproduction in such an organization is hindered by women themselves. It is pretty confusing for women to support the dominant group when they fought to be recognized. However, women must delight in their work and share a good working
relationship with their female counterparts. Klasen, (2000) noted that female leadership is a powerful force for growth and development for a country.

Moreover, research on workforce participation in employment is popularly inaccurate between countries depending on the different meanings. Especially among women participants, women must collectively organize themselves and support one another to ensure that there is future reproduction of female leaders for the organization. Female leadership is a crucial subject in today’s masculine culture that receives less interest—many females in senior roles are needed in the modern environment. Skilled but agile leadership that grasp the challenges of especially in the fast-evolving world and impacts of its environment, females and males equally are required within today’s modern enterprises. This scenario necessitates immediate response because the globe needs both feminine and masculine characteristics to handle global challenges. Females are representing a significant chunk of this modern society’s abilities and population. Women constitute critical to both the globe’s socioeconomic and political success (Valerio, 2009).

The reproduction of the tokens in leadership cannot come about only through changes in women’s conditions. It requires a transformation of structure and systems, which lie at the root of women’s subordination and gender equality. Therefore, external and internal interventions cannot induce this transformation; men and women must collectively work together to achieve the goal.
3 Research Methodology

Saunders et al, (2019) explain that research methodology defines the efficient and scientific procedure used to arrive at finding the research results. This is the part of the research used to describe and explain the techniques and procedures used by the researcher when conducting the research. This research methodology includes; research approach, research strategy, data sources and collection, sample selection, data analysis method, and Research criteria. Research ethics and limitation of the study is also presented in this chapter

3.1 Research Approach

According to Alvesson and Sköldberg, (2017); Saunders et al, (2019), the three primary research approaches are inductive, deductive, and abductive. They defined the inductive analysis methodology as examining the relationship between theories and facts. This method involves gathering data and drawing conclusions based on knowledge familiarity with theory (Saunders et al, 2019). The empirical data is used to make conclusions, and the empirical data drive the conceptual content that serves as the basis for the inductive analysis method. On the other side, the deductive method is founded instead on the theory and employs literature review related to the field to define links of related theories (Saunders et al, 2019). Lastly, abductive research involves inductive and deductive research methods within the research process (Saunders et al, 2019). First, the researcher conducts a broad literature review; second, they collect data and go around both theory and data collected to gather their results and findings. The abductive method encourages the researchers to go back and forth through theories and empirical data analysis.

In this research, we used the inductive approach methodology to generate logical models; inductive approach research explores phenomena and
understands trends and patterns (Alvesson and Sköldberg, 2017; Saunders et al, 2019). We developed such a solid background about the research topic from theoretical scientific understanding before conducting the empirical data collection. Hence, Empirical data profoundly influenced our research. We aimed to explore the phenomenon of homosexual reproduction, leadership and gender, and female leadership and develop concepts relying upon the research findings of the interviews that reflect fields of expertise with female leadership and their role. This is because the research both theoretical and empirical data to understand the role homosexual reproduction among female leaders. The use of the inductive research approach allows the researcher to base their study on collected empirical data by employing qualitative semi-structured interviews to investigate social phenomena. The research aims not to find trends in the traditional sense that might support the notion. The aim was to identify research findings mainly on the concept that would lead to new conceptual insights. Therefore, we considered the inductive model an appropriate model for the research because it allowed us to focus our analysis on empirical data.

3.2 Research Strategy

When a researcher is about to make a methodological choice, the options are; quantitative, qualitative, and mixed research methods (Saunders et al, 2019). Quantitative research design is the type of research that seeks to produce calculable results. Qualitative research design focuses on interpreting participants’ opinions, beliefs, feelings, etc. (Hsiech and Shannon, 2005). Mixed research design integrates with quantitative and qualitative (Saunders et al, 2019). The research used qualitative approach methods because we aimed to bring up exploratory insight into how female leaders use homosexual reproduction, which will be highly beneficial to the research study. Since researchers usually may not have a good picture regarding a potential
conclusion, qualitative researchers engage fully in the analysis phase to include their theoretical insights (Quinn, 2015).

Exploratory studies are the robust process that encourages open questions, finds out what is occurring, and gets knowledge into a matter of concern. (Saunders et al, 2019). Hence, this methodological choice was appropriate for our study since the thesis is exploratory. The aim is to gain insight into homosexual reproduction, leadership, and gender and female leaders. The qualitative methodology appears to make a more exploratory method of a study, enabling further new unexplored insights into the concept of homosexual reproduction business performance and social and cultural behaviors; the role of the female leaders in the community, such responsibilities, and work behaviors their power and influence of decision making. Understanding social or complex phenomena from different angles is vital. Our qualitative research aims to understand the phenomena and view them through participants’ views, experiences, and interpretations (Alvesson and Sköldberg, 2017).

3.3 Data Sources and Collection

There are two types of research data sources: primary and secondary sources (Fisher, 2010; Saunders et al, 2019). Primary data is the data that is collected from interviews conducted or questionnaires distributed. Secondary data is data collected from books, journals, websites. In this research, we used semi-structured interviews as the primary source to collect empirical data as this will gave us first-hand information that helped us answer our research questions. It is recommended by Saunders et al, (2019) that semi-structured interviews in an exploratory study can become a significant advantage in determining what is occurring and having an understanding. Thus, semi-structured interviews allowed the researchers to clarify some points and explore the depth of the research questions, especially when we needed further
clarification on our research topic. Saunders et al, (2019) highlight that empirical data collected should be evaluated and connected to the theoretical materials to achieve the intended results with a proper analytical method.

The researchers used semi-structured interviews to collect data because our research question requires us to learn about our participants’ interactions in comparison to their experience in positions as female leaders.

In contrast, cognitive access enables our research to link the relevant information. Data collection and access were supported by building good contacts or developing new ones to gain access to multiple organizations with the most dominant females or organizations with female managers and leaders. The research used traditional-access according to Saunders et al, (2019) elaborate this can apply to direct communication, interactions, correspondence, or meetings which the administration of an organization formally provides physical access to information by an organization as it called cognitive access form, it is beneficial beforehand to obtain the trust from the participants, and also the negotiation of access can be critical since the researchers choose to make personal access to an organization (Saunders et al, 2019).

### 3.3.1 Operationalization

In our study, we operationalized two main concepts gender and leadership and homosexual reproduction. These also form our theoretical concepts presented in chapter two (02). These concepts helped us develop the interview guide and questions for easy access to empirical data from the participation; the questions in the interviews were comprised of open and closed-ended questions. The open-ended question allowed the interviewees to elaborate their answers further; this, in turn, helped us to get further clarification on the topic. Additionally, it also helped discover new areas that were highly beneficial in
the area of female leadership. On the other hand, closed-ended questions were helpful because they gave us limited insight into the specific areas of our interest.

The interview questions were designed in a way that participants would freely express their personal opinions and views; hence they were no right or wrong answers. The questions in the interviews were also made to suit participants coming from different parts of the world. Therefore, the questions were related to the research topic and relative themes that may drive exciting findings, providing more insight to the researchers. In comparison, we focused on concepts such as relating to recruiting processes, gender, leadership, and other general experiences and behaviors to understand the role of homosexual reproduction in female leaders. Thus, interviews were the best method to obtain unique knowledge about historical incidents that cannot be repeated.

We also decided to research personal experiences since emotions, perceptions, and personal interpretations that people bring to actions are mainly not observed easily; hence it was easy for us to start questioning them. In this research, we successfully established a dialectic interaction with participants through semi-structured interviews with open-ended questions. The interviews’ average time was between 30 to 60 minutes and conducted using the Zoom app, and this enabled us to communicate with our participants in Sweden and Zambia.

In addition, we created our tables and figures following the interview guideline to help give a logical description of the study technique and illustrate the study’s empirical data in the finding stage.
Table 1 Operationalization

<table>
<thead>
<tr>
<th>Main Concept</th>
<th>Sub Concepts</th>
<th>Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender and Leadership</td>
<td>Recruitment</td>
<td>When recruiting someone what do you look for? Does gender play a role in recruitment? Do you think female leaders favor females when recruiting</td>
</tr>
<tr>
<td>Homosexual Reproduction</td>
<td>Reproducing female leaders</td>
<td>Which gender do you prefer to work with? Do you prefer a particular gender when reproducing future leaders? What are some of the prevent reproduction of female leaders?</td>
</tr>
</tbody>
</table>

3.4 Sample Selection

As explained by Saunders et al, (2019), the primary sampling techniques are Probability and Non-Probability Sampling, which is also subdivided into other sampling techniques. We used the non-probability technique of information gathering. This entails that not everyone in the society can have a similar probability of participating in the study. Purposive sampling was used as the
non-probability sample tool for this research. The aim is to obtain entry to a particular group of people for a specific purpose by using common sense and judgmental views and choosing scenarios that should help address the research questions and achieve the proposed goals (Saunders et al, 2019). Non-probability sampling was used because it gives quick and accurate results that are easy for the researcher to administer. Since it seemed to us to become the most appropriate approach for resolving the qualitative research concern, researchers achieved that by learning about the gender challenges experienced by female leaders in the organization. Purposive sampling, also known as criterion-based sampling, requires the researcher to establish a set of requirements that must be included while searching and selecting the sample selection tool. (Saunders et al, 2019).

We used the sampling size in this study consisting of six (06) female leaders from Zambia and Sweden. A smaller sample size because of the study’s time frame and the viability of the information collected. Since this thesis was completed within about two months, it was categorized as a cross-sectional described as a glance of data provided by participants to a particular matter of concern or propose, based on the researchers’ affordability and within a limited time horizon or sample (Saunders et al, 2019). The recorded data were transcribed and analyzed using the qualitative content analysis method defined by Hsieh and Shannon (2005). The motivation for using this method is that interactions were gathered regarding the participants' supply. This supports the gathering of the most answers, which further benefits the final analysis.

Since we only had a small number of studies on exclusive phenomena, there is a possibility of losing any crucial information; nevertheless, this is a challenge that practically most studies experience. Correspondingly, we saw some significant variations throughout the participants due to the executed interviews, strongly implying that the sample size selected was sufficient to
obtain some theoretical conclusions. Therefore, we reduced the interviews to six because researchers wanted to have in-depth discussions with each participant. The table below represents the profiles and details of the participants in the interviews conducted in Zambia and Sweden:

**Table.2 Interview participants**

<table>
<thead>
<tr>
<th>Name Code</th>
<th>Position</th>
<th>Experience</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>PA – 1</td>
<td>CEO</td>
<td>20 – 30 years</td>
<td>Zambia</td>
</tr>
<tr>
<td>PA – 2</td>
<td>Head HR</td>
<td>20 – 30 years</td>
<td>Zambia</td>
</tr>
<tr>
<td>PA – 3</td>
<td>Planner</td>
<td>5 - 10 years</td>
<td>Zambia</td>
</tr>
<tr>
<td>PA – 4</td>
<td>CEO</td>
<td>20 - 25 years</td>
<td>Sweden</td>
</tr>
<tr>
<td>PA – 5</td>
<td>CEO</td>
<td>20 – 30 years</td>
<td>Sweden</td>
</tr>
<tr>
<td>PA – 6</td>
<td>Manager</td>
<td>20 – 30 years</td>
<td>Sweden</td>
</tr>
</tbody>
</table>

Source: Researchers own design

3.5 Data Analysis

Graneheim and Lundman, (2003) explain that data analysis refers to putting the data collected in order by summarizing, condensing it, and putting it into categories. After logically categorizing the data, the researchers edit the data to verify the completeness of data, coded to assign numbers or symbols to the various answers (Graneheim and Lundman, 2003). The inductive approach of categorization and building of themes is throughout the emergent patterns of the empirical data, rather than the theory. This becomes the source for research
since empirical data guide it and is reviewed concerning a theoretical approach. The research data were analyzed using purely qualitative content analysis. We used qualitative content analysis because we wanted to exercise flexibility when analyzing the empirical data, such as using, for example, text analysis, considering that the concept of homosexual reproduction has minimal literature. According to Hsieh and Shannon, (2005), there are three types of qualitative content analysis approaches namely, summative, directed, and Conventional. In this research, we used conventional analysis because it was easier to define and create meaning of the concept from the homosexual reproduction in female leadership roles from the limited literature and empirical data collected. Such as the conventional content analysis technique was a valuable method to conduct our research since its flexible and accessible, and facility to adopt various approaches, and easy to conduct with qualitative for its benefits on gaining the same meaning with different perspectives. (Saunders et al, 2019)

To build our empirical data on facts, we recorded the interviews; after that, the researchers transcribed and coded all the information before defining our study’s two themes: Gender and Leadership and Homosexual Reproduction. Each theme became investigated to understand better the participants’ motives and perspectives (Braun and Clarke, 2006). For illustration, researchers would argue that homosexual reproduction and the importance of leadership and gender among female leaders may highlight gender challenges in work opportunities because of specific dynamic norms that female biologically have and how many female leaders viewed the dilemma, and addressed the influence of misleading information and provided the research with valuable perspectives within the conducted interview. Hence to avoid such dynamic around the two, as well as the researchers, developed sub-themes which have been highlighted in chapter four (04).
3.6 Research criteria

The term credibility applies to the accuracy of the evidence or the perspectives of the participants. The researcher’s credibility is strengthened when explaining his or her research experiences. Researchers can display commitment, observation procedures, including data integrity. Findings that may be extended to different contexts or communities are referred to as transferability for evaluating qualitative studies. Whittemore et al. (2001) suggested primary and secondary validity criteria. Credibility, dependability, criticality, and integrity are the essential requirements, with validity being the most often applied standard for evaluating scientific credibility in qualitative studies. The criteria proposed by (Guba and Lincoln, 1994; Lincoln and Guba, 1986) are the most often used to assess qualitative analysis. When explanations of human experience such as understanding leadership and gender from a female leader’s perspective are instantly understood by people who have similar experiences, the researchers adopted qualitative analysis as reliable.

Furthermore, a new criterion was applied to the list by explaining how assumptions and definitions were reached and demonstrating that the results were drawn primarily throughout the data; the researcher may emphasize confirmability. The first, the trustworthiness criterion, is based on traditional criteria, while the second, the authenticity criteria, is based on modern model assumptions. (Guba and Lincoln, 1994; Lincoln and Guba, 1986).

3.7 Research Ethics

Ethics is significant to all humans, and research ethics are critical for business and management and social studies, ethical behavior, and respect. Both people who are subjected to research must have ethical protections. These rights embody the right to be informed, grant or refuse permission, and the right to privacy. (Bell, Bryman, and Harley, 2018). Here as researchers, we may
conduct in-depth investigations and frequently obtain access to confidential details of individuals or organizations. In this case, we avoided primary ethical concerns that may cause discomfort, inconvenience, hurt, or any other contextual negative aspect in the study conception (Diener and Crandall, 1978). The study was conducted with full knowledge of the ethical consideration of the participants and organizations. Firstly, we informed the participants about the purpose and objective of the study, which helped the participants understand the study’s intent and build a rapport and trust with the researchers.

Secondly, we were aware that the research would face limitations such as; the participants’ resistance to answering questions because of their suspicion of the research motive. Thus we assured on assured our participants that their details would be treated with high confidentiality levels.

Following scientific ethics and fundamental human morality, we were also aware of research safety to avoid harm, embarrassment, and uncertainty, as presented by Saunders et al, 2019. Thus, we formulated appropriate questions with proper language usage and attention to participants by avoiding the business jargon of the researcher’s study area not to confuse or make complexity for our participants to allow them to respond comfortably. Finally, the researchers have to guarantee the protection and use of the participant’s data at all times, within and after the interview process.

When conducting the interview, we also avoided using inappropriate words or abusive language of being between formal and informal to make our participant comfortable, the researcher’s interactions and emotions were with politeness, openness, and respect, the essence of the research is based on absolute integrity and transparency that privacy and anonymity are essential for data protection. Furthermore, the study was based on high ethical considerations to reduce any research ethics’ adverse effects.
3.8 Limitation of the study

Firstly, the research covered a small geographical area of Sweden and Zambia. This may limit the credibility for future use of this work and render it less appropriate in making general conclusions. The study focusing on two countries may not provide adequate and representative facts and empirical evidence applicable to other countries. Secondly, the study may not cover all aspects and dimensions of Homosexual Reproduction; thus, it may not be able to provide comprehensive empirical facts and evidence on the role of homosexual reproduction among female leaders. The third limitation is the global pandemic (coronavirus) that has affected every person worldwide. The researchers were hindered from having physical contact with participants that may be important to the study.
4 Empirical Data and Discussions

The upcoming chapter is about the research results’ role, and the chapter offers an outline of all the interview findings and an explanation of the data collected. The first section includes the conducted responses of our interviewees. Some statements were quoted; hence the beginning of results started with a statement of the interviewees. In contrast, the second section includes findings and our analysis and interpretation with two theoretical models of gender and leadership and homosexual reproduction that give a clear picture for answering our research question.

4.1 Empirical Data And Analysis

4.1.1 Gender and Leadership

Recruitment and Selection attributes

“Qualifications have become the key thing” Zambian participant

When we asked the interviewees what they looked for when they are carrying out recruiting, they all (Swedish and Zambian participants) mentioned that they look for qualification, experience, and knowledge of the job one is applying for. The first participant from Zambia, who holds two portfolios of HR and head of the medical division, said, “Basically, it also depends on the job profile that we recruit for like there are specific jobs in my current job is related to financial services”. She also mentioned that ethics are critical because you are dealing with a clients’ money, so you want somebody who is straightforward. She further noted that qualifications have also become a critical key measurement for the job requirements. In her submission, she said that although they use the qualifications, they also conduct psychometric assessments, which help them assess somebody’s personality. She elucidated that at the senior level, they look at the kind of leadership style somebody has
to see whether it will fit their organizational culture and problem-solving skills. The interviewee also said that “some job requires somebody to be more analytical; hence, psychometric assessments helped us with this”. The interviewee also narrated that in her previous she worked for a fast, fast-moving goods organization where they were more attuned to hiring someone with sales skills, a very outgoing personality, creativity, and innovation. In her conclusion on this question, she said that it just depends on what you are looking for and the level at which you are interviewing.

Zambia's second and third participants also emphasize that qualification and play a huge role when you are recruiting and job profiles. One of the interviewees explained that with her experience in the local authority they are certain jobs that males, i.e., guarding jobs best perform. She said that such jobs are reserved for male counterparts when conducting recruitment because women do not like to work the night shift. The fourth participant from Sweden who holds the position of Chief Executive Officer (CEO) with the private sector working with her own company for thirteen (13) years said that most important for most work occupations are qualifications, principles, and ethics because they are highly motivated with morals, personality, and behaviors. She further explained that when one is working with sales, they spend a lot of time talking; hence they must focus on the goals and have good ethics. She also explained that customers had pleased every day working; therefore, one ought to have the necessary skills to talk to customers all the time positively and with goal focus.

In addition to qualification, the fifth and sixth participants added that they look at the behavioral traits and characters. Character includes whether the person you are recruiting would be able to work well with other colleagues.
Role of gender in recruitment

“We do not like to say it openly, but gender plays a role when conducting recruitment and selection.” Zambian participants

When we asked whether gender plays a role in recruitment two of the participants from Zambia responded that gender plays a role in recruitment. They explained that some jobs are skilled towards someone’s physical strength. One of the participants said; I have never come across a female miner. Like, you know, the people who go down to get ore. She responded that recruiters do not say it openly when interviewing, but there are just specific skills that we feel are male, or maybe a female would be most suited.

The other participant from Zambia explained that since she has been working with the local authority, certain jobs have been left for men, i.e., guarding in the night. One of the interviewees also highlights that the organization sector would affect the outcome of the recruitment. For instance, the interviewee said that when she worked in the financial sector, they were looking for someone with a financial background regardless of gender. The following statements were made by the participants who did not think gender has a role in recruitment and selection;

“Gender for us does not matter; it is the qualification” Swedish participants

“I do not like to be seen as a female leader I would like to be seen as a person who is qualified for the job,” Zambian Participant

The other four participants said that when recruiting someone, they do not look at any gender; instead, they focus on job requirements such as; capacity, qualification, intelligence, and knowledge of the job. In addition, one of the participants explained that she does not want to be viewed as a female leader.
but as someone qualified for the job. This meant that one has to meet the qualification of the job and the requirement in line with the job description.

**Importance of Gender to female leaders**

*“Gender issues if not handled properly may affect the objectives of the organization” Zambian participants*

When we asked the interviewees whether gender was essential to them, they all responded that it was important because it helped them understand the different issues surrounding both men and women as they lead the organization. One of the participants from Zambia explained that biology and culture had influenced the way organizations operate. The interviewee further explained that even when it comes to childbearing, it becomes easier to recruit a male because a woman takes up most of the time away from work takes care of the family while the man plays a supportive role.

Three of the interviewees noted that the way they look at gender perspectives is different, they are certain things that affect women than males and vice versa. Therefore, it is crucial for any leader, whether male or female, to be aware of gender issues because they could affect their objectives and, ultimately, the organization as a whole.

**Importance of supporting female**

*“I support all my employees its does matter whether they are male or female,” Swedish participant*

All the participants responded that it is essential to support fellow women. Three participants explained that supporting female help in advancing things like gender equality which would assist in narrowing down the gender gaps in
workplaces. However, two of the participants mentioned that supporting females also go with drive and the willingness of followers that one is leading.

One of the interviewees said that she does not prefer a particular gender when it comes to supporting her followers in doing what they wanted to do. This highly depended on the job profile or the job requirements. The other interviewee said ‘I want all my employees treated equally, and I support all my employees no matter if that was female or male’. She also explained that she supports all her employees and encourages them to do what they want to do. In her explanation, she also gave her reflection, stating that she has not met a situation where she stood fighting against men/women or improving herself as a woman to deserve a leadership role. She also argued that both females and males in an organization must be supported.

One of the interviewees mentioned that as a female leader, it was imperative to support females, especially regarding the training and development of females, even when an opportunity arises to take up leadership roles. Although she would support the females in training, she said that “it is not like she has the muscle to write an exam to improve their qualification.” It is highly dependent on the women themselves to organize themselves.

In general, it was stated by all the interview participants that while supporting when is something they are all pursuing. It was also crucial that women continue to improve themselves and overcome all the societal barriers that have been placed on them for a long time.

4.1.2 Homosexual Reproduction

Female reproduction in leadership and its barriers

“My focus has been on performance gender is not an issue.”

Swedish participants
When we asked the participants which gender they preferred when reproducing a leader, they all responded that gender was not an issue for them. It was still about the qualifications, competency, experience, etc. They all said that the performance measurement of their followers was not tightened to any gender. Additionally, one of the participants from Zambian explained that she was more interested in seeing that work is being done and that the results are being achieved. The performance of individual employees should be measured against their set targets.

Another participant explained that she had the opportunity of working with both women and male followers. She explained that she sought to enjoy working with men, unlike females. This was mainly because of the physical nature of the job they were doing. On the other hand, one of the interviewees explained that during the thirteen (13) years she has also worked with two employees of a different gender; some were managers, female and male, and she did not treat them differently at all because gender was not an issue when reproducing a leader, she mainly focuses on deliverables.

One interview participant also highlighted how difficult it is to support female followers who have children or spouses with chronic conditions. She narrated that such employees are forced to be away from work for a long time nursing their spouse or children; hence this limits their chance to appoint them into leadership roles. She further explained that she had seen one of the colleagues turn down a leadership position because she was made to choose between their child and the job demands.

“There is a need for affirmative action to get women into leadership roles” Zambian participants

When we asked whether there is a need to reproduce females, all the interviewees responded in the affirmative. One of the participants explained
that when a boy and girl are growing in a home, they tend not to have equal opportunities. Girls tend to perform more of the domestic work at home than boys; hence this limits their performance in other areas, i.e., education. The female leaders added that women should be supported in any way to pave the way for growth.

Three of the participants said that affirmative action should be taken in areas of training and improvement of qualification for female leaders. Supporting future female leaders in these areas helps them prepare for a leading position. One of the interviewees explained that while it is okay to take affirmative action in supporting women in obtaining experience and the necessary qualification, it is essential to see them grow and perform effectively.

“There is a need to see the quality when reproducing female leaders,” Swedish participants

One of the Swedish participants stated that while it is her duty as a female leader to support her followers who have a good academic background and have the necessary work experience to attain her leadership roles. It is also important to lift her followers that are struggling in their work to achieve their potential. She explained that there is a need to build the competency level of the followers for them to be equipped with the necessary skills required to take up future roles in the organization.

4.2 Discussion and Findings

After analyzing the empirical data, we did not see any trace of homosexual reproduction, especially regarding the recruitment and selection of future female leaders from Zambia and Sweden. This was mainly evident when we sought to probe whether the female leaders preferred a particular gender when it came to recruitment and selection and whether gender was important for them. From the responses, all the participants from Zambia and Sweden
explained that for them, it was mainly the competency, qualification experience that one had, and that gender had no role in who took up a leading role in their organizations.

From the empirical data collected, we did not find homosexual reproduction among female leaders. However, we found some factors that prevented homosexual reproduction in female leadership, which are mainly associated with the participants from the two countries. The figure below shows the three main factors that prevent homosexual reproduction;

![Factors preventing Homosexual reproduction among female leaders](image)

**Figure 1**

**Source: Researchers own design**

**Home and Family Responsibilities**

The study also discovered that family responsibilities were a factor that preventing female leaders from reproducing their gender. For instance, women with children or spouses who have chronic conditions and those in the childbearing stage tend to spend most of their time away from work taking the
responsibilities to take care of their children and family. This, therefore, hinders their progress since most appointments are based on performance and availability, in the Zambian contexts, when women are given the option to choose between taking care of their family and their job, they often settle for the latter. However, family responsibilities were not a factor that presented homosexual reproduction in the Swedish perspective. This was attributed to the good working policies that men and women share. Such as the system of supporting both parents to take a half-year leave can also be divided to both the genders as ‘mamma-pappa ledig’ mother-father leaves.

In support of the Zambian contexts, Kanter (1977) observes that very few organizations offer support for family responsibilities by offering flexible working conditions. Bryman et al, (2011) also explain that women face challenges in managing their work and family, limiting their chances to socialize and create institutional networks that are highly beneficial for them. On the other hand, in the Swedish context, leaders have created a shared vision where organizational strategic intents are made to respond not only to the needs of the organizations but also the followers, as noted by Alevesson et al, (2017).

**Competency and Qualifications**

The study also revealed that competencies and qualifications play a major role when reproducing a leader. All the participants from both Zambia and Sweden agreed that qualifications and competencies help understand whether the employee will be able to carry out the job when they assume a new role. For this reason, we argue that qualification and competency hinder women from taking up future leadership roles. Lewis and Simpson (2012) noted that women used their competency and technical skills to overcome stereotypes in their workplace. Additionally, Kanter (1977) also explains that historical women who assumed leadership positions were exceptional in their skills. This,
therefore, entails that they had the right competencies and expertise to perform the job without any problems.

**Job Profiles**

Our research concluded that there is variance in female leadership roles, especially regarding factors that prevented homosexual reproduction in female leadership in Zambia and Sweden. Although all the participants from both countries showed great concern for gender when recruiting, the variance was still evident. In Zambia, female leaders feel job profiles prevent women from taking up leadership roles. For all the interviewees from Zambia, job profiles appeared to be a hindrance to reproducing female leaders in any organization. The job profile highlighted by the female leaders includes key components of the job, physical strength, and personal traits. The female leaders explained that some jobs are skilled towards someone’s physical strength, which has become challenging to reproduce. In addition, the female leaders also noted that some specific skills are deemed to be male or female suited. Thus, job profiles are significant to look at, especially when one intends to reproduce a leader.

In the Swedish context, job profiles were not a factor to consider. One of the participants noted that all the jobs could be done but all genders; hence there is no need for gender segregation when it comes to the type of work men and women do in an organization. In support of our theoretical concepts on leadership, Alvesson et al, (2017) argue that people possess different traits, which reflect individual differences, e.g., cognitive abilities, expertise, and personality; this tends to affect the relationship between leaders and followers share. Mills (1959) also supports the argument that men and women have viewed as distinct from one another; hence the type of work they performed was different. Additionally, it is the leaders that make it difficult for women to
enter certain occupations because they are reserved for their male counterparts; hence women may never assume specific roles.
5 Conclusion

This chapter will provide answers to the research questions, the direction of future research, the researcher’s knowledge contribution on the concept of evaluating Homosexual reproduction in the workplace with female leaders’ roles. This chapter will also present the implication of the study on practice and society and the researcher's journey.

5.1 Research Questions

The researchers reviewed many available related theories on the idea and gathered their data through comprehensive methods such as semi-structured interviews that would assist the best academic and professional knowledge to give and obtain the best judgment and evaluation from the female leaders. To answer our research questions purely with integrity and without gender bias since the researchers are two men, we followed the most recommended social and organizational, and ethical leadership theories that were used in our thesis and had a good understanding of the other gender as knowledge to the researchers. Thus, when the empirical data was gathered and analyzed, the researchers noticed many different patterns that have developed the final two questions in our research.

RQ A) What role does homosexual reproduction play among female leaders?

To gain more insight into the topic, it was reasonable to look at the concept of homosexual reproduction as presented in Kanter and many other authors who have contributed to the board of knowledge in gender and leadership. It must be noted that for us to arrive at our answers to our research questions using a concept that was practiced a long time ago, it was prudent to analyze primary
sources of data and secondary sources. This gave us two different perspectives of the phenomenon, which helped us to give a positive conclusion.

The researchers introduced the main study focus themes: (homosexual reproduction, Kanter, 1977), and leadership and gender. These made it easier for us to understand gender, leadership, and homosexual reproduction within female leaders. It was also necessary for our research to study those theories to gain proper knowledge by reviewing the available theories in this research to identify our standing point as researchers from the theoretical concepts and empirical data collected, and it can be seen that homosexual reproduction is a fascinating topic to discuss. The results also revealed that female leaders both in Zambia and Sweden valued treating all their followers equally regardless of their gender. This made us conclude that homosexual reproduction was indeed not present among female leaders. Thus homosexual reproduction did not play any function in female leadership roles instead, female leaders focused on attaining objectives without emphasizing a specific gender. For the female leaders, it was not about the competition on which gender holds leadership position rather, it was about men and women working together for a common purpose.

Furthermore, the studies show that females have a perspective of values, not just competition but also organizational and teamwork. Their idealities or models are a working modern, collaborative, and hence transparent economic framework. Thus female leadership has a considerable benefit to corporations, families, cultures, and societies and harmonizes with peace, making it more affluent to the environment.

**RQ B)** *What factors prevent homosexual reproduction among female leaders?*

According to the empirical data analysis, the answer was formulated that comes from the dynamic norms since the notion of Men used to support their
counterparts as stated in Kanter's 1977 classic study. We looked around the concept and evaluated it from different angles that concern human ethics and high values. At this stage, we are convinced that after all participation in this study, the data and theory revealed that homosexual reproduction in female leadership was prevented by three main factors, namely, competency and qualification, home and family responsibilities, and job profiles.

Competency and qualification were seen as significant hindrances that prevented female leaders from practicing homosexual reproduction. As much as female leaders want to support their fellow women to raise in any leadership role, female leaders often look at the qualifications whenever they are considering someone to take up a leadership position; thus, if a follower is not competent and qualified for the job, they cannot assume a leadership role. Competency and qualification was a dominant factor that appeared in both the Swedish and Zambian context.

Although there was a variance in terms of the geographical outcome of the results between Zambia and Sweden, home and family responsibilities were the second factor that appeared only in the Zambian context. Women with children who have chronic conditions often face leadership barriers since they tend to spend most of their time nursing their children. Hence they are not considered for promotion into leadership roles by their fellow female leaders.

Moreover, women in the childbearing stage also tend to spend most of their time aware of work that limits their chance to be considered for leadership positions, especially in the Zambia context. However, in the Swedish context, it was discovered that family responsibilities were never a problem because of the excellent working policies in their organization and country. The mirror for good reproduction needs reflection and support from men and women to
be achieved since the women have high and maybe additional responsibilities in and outside of the office.

From the empirical data collected, it was also noted that job profile was also the main factor that prevented homosexual reproduction among female leaders in the Zambia context. It was established that they were specific jobs that were deemed to be a man’s job. The separation of jobs was more inclined to the physical strength of women and men. In this case, men are considered to be stronger than females; thus women have a limited chance to ascending into a leadership role that is considered a man’s job by the female leaders.

5.2 Future research

When conducting this study, we had based our research on evaluating the concept of homosexual reproduction in female leadership roles. However, when collecting our empirical data through interviews, we discovered new and insightful information that could be used for future research. In light of the above, we identified the following as research areas for future research. For further research, it would be interesting to evaluate how the concept of homosexual reproduction in female leadership roles could be used to advance gender equality. For instance, finding out how female leadership attributes could empower other women? What are the views of different female leaders on gender equality in organizations? and how could female leadership avoid the queen bee mentality in the organization.

Another area for further research could be on the experiences of female leaders in dominant male organizations. For example, what role women could play in overcoming the glass ceiling imposed on females for a long time, what structural and institutional policies affect women, and what remedial measures could be implemented for women whose leadership progression is greatly
affected by family and home responsibilities. Lastly, homosexual reproduction is an old concept which Kanter studies in 1977. Hence it could become provident to evaluate the concept with a specific focus on male leaders. i.e., is the concept is still present in males? Moreover, what are the implications on organizational performance?

5.3 Contributions

5.3.1 For Research

When conducting such a study relating to evaluating a concept in dynamic norms as with Homosexual reproduction and female and different genders context in leadership and management, such behavior, power, and organization’s hierarchy we were highly exposed to a different concept which helped us identify the challenges women face in the corporate setting. Our study revealed three major factors that prevent homosexual reproduction among female leaders, which include; competency qualifications, job profiles, and family responsibilities. This has a significant impact on how the organizations operate and their operational efficiency. Thus, we are aware that they have seen opened up discussion on these barriers for future research in the area of female leadership and gender.

Finally, there are very few researchers who have tried to study the concept of homosexual reproduction with a specific focus on female leadership. Most of the research conducted on this concept has focused on male dominance. Therefore, we know that we have added theoretical literature that students and academicians could use to develop future research.
5.3.2 For practitioners

In a space where men and women work together in an organization, it cannot be possible that all men are better than women or the opposite because women have to prove themselves as hard work to succeed in climbing the ladder of senior managerial role, from the observations we conducted. Female leaders continue to contribute to the economic well-being of companies. For the business leaders and managers to effectively manage this organization, there is a need to understand gender equality and more gender knowledge about gender as a concept. This helps to structure their organization's policies and culture towards the needs of their different genders.

The theoretical literature, discussion, and findings of our research will open discussion for practitioners in the field of gender and management that should help to evaluate the role of women in organizations and how they could contribute to the organizational objectives. For the competence of the leadership role, practitioners will also be able to understand the factors that prevent women from achieving a senior position in the organization hierarchy.

5.4 The implication of the study

5.4.1 Implication on Practice

From a practical and professional perspective, evaluating the study and conducting it based on explorative experience may limit the complete knowledge on homosexual reproduction for practitioners in leadership and management. The researchers have researched with genuine knowledge of the field. On the other hand, we were more academic on our perspective since we review the concept from its notion of the classic theory of Kanter. We were
inspired to explore the phenomena in real life that would be the only aspect for practical experience. The research investigated the phenomenon practically by using the interview as a method to support the experience theoretical and practical. Practitioners can use narratives or other approaches that are suitable to their areas or management issue resolving.

There will be some limits to practitioners since they do not validate ethics as defined in the study in sections 1.7 and 3.7. These aspects are very crucial when conducting such a study either were practical research or theoretical, considering this part of knowledge would benefit the study.

5.4.2 Societal Implications

The implication on dynamic gendered centers is present as defined by (Eisler, 1991). These aspects have influenced the social context of women’s growth regarding the development of social gender equity in the workplace. Our participants explained the many factors and obstacles that hinder women in society, from home responsibility to job profile and general job requirements of the qualification.

In other developing countries, as Eisler (1991) revealed, countries in the east or middle and western communities have their cultures and dynamic norms that are different from country to county, and that would have a high impact on the context of society and organization. From this stance, we wish to emphasize that the need for gender equality is essential. To achieve that is by offering a good model of strategies that would look at gender evaluations from qualification and competence belief rather than preferences between two genders. Since the good sake is to achieve the organizational goal, logically, a
healthy community free from stereotypical and equity space for everyone would benefit both organizations and communities.

In addition to specific norms, women are biologically different from men in mental or physical. We would recommend that if people use to blame women in certain situations, that may unmercy women for making mistakes or being unable to resist pressure. Some views on our research from participants’ perspectives have also identified this statement. Besides, the study revealed that even women reached their potential level compared to old ideology and have the competence and good education. Women tend to be more generous in giving a male chance in senior roles that appeared from the different questions we asked our participants from both concepts Sweden and Zambia. Since we are men, we advise men to be more patient with women and give them the space to grow. From this point of view, we can conclude the concept of homosexual reproduction of women still needs time to reach the same level of reproduction as men. However, we do not encourage homosexual reproduction. Instead, we used it in the study to evaluate the phenomenon.

5.5 The researchers’ journey

We are pleased that we are here today and reached an excellent level of education and incredibly conducted the thesis with the time frame required to explore the study phenomena requiring specialization and probably would take more than the cross-transitional frame. However, we are pleased with this experience and shared our different insights supported by partnership and consultancy to improve one another. The journey may have faced different challenges and significant responsibilities, especially when we live in unusual situations caused by the global pandemic. We both have the opportunity to meet within the digital platform at Linnaeus University, and We built a bridge to cross our way through knowledge. Despite the pandemic’s impact that has
disadvantaged us of full campus learning, this global situation, unfortunately, limited the interactions to broadened quicker social academic networks with students. However, so far, we could learn even in pandemic times with the help of technology and facilities that our university LNU offered, which enhanced our learning and knowledge technically and digitally. This thesis provided us with learning and handling tasks under pressure and producing reflexivity and creativity through knowledge.

This study and the thesis process has the advantage of allowing us to learn and achieve projects within the frame time no matter pressure or challenges—the program of Leadership and Management in international contexts is with a great diversity of nationalities, student and professors, the great contribution we got from the workshops and seminars has inspired and encouraged us to learn about our profession, diversity, different cultural and social perspectives. We are proud of pursuing a prestigious academic level that would shape our future careers.
References:


