FEMALE AND GENDER LEADERSHIP

Under Representation Of Female Leaders

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Date: 1st June, 2008
ACKNOWLEDGEMENTS

I would like to thank all people who are directly or indirectly involved in helping me writing this thesis.

First of all, I would like to thank my professor Dr. Phillipe Daudi, and also Dr. Mikael Lundgren of Baltic Business School. They both helped me and assisted me in every step to produce a good content for this thesis.

Secondly, I would like to say thanks to all those respondents who gave me their precious time in order to develop my empirical study and provided me with useful information.

Lastly, I would like to say special thanks to my family, specially my father, for his continued support throughout the year of my studies. I also want to thank all my friends and class fellows who helped in raising up my motivation level, without them it was not possible to write this thesis.

Mehreen Akhtar.
16th of May, 2008.

ABSTRACT
When we talk about the females employment in different organization, it is till treated in different disciplines. There are some gaps linked to it which still need to be filled in order to give equal opportunities to females as well. Although, from the last few decades it is been said and noticed that the number of females are rising to the top which is a symbol of progressive social change. However, it is also been noticed that there is still gender inequality in top management positions which leads to under presentation of females in top management position.

The society and the masculine man has developed some theories. Due to which, it is been said that female qualities do not contribute to the required management attributes. For instance, In order to have an executive role, a person must be more aggressive, competitive, more task oriented etc. but females always have the opposite qualities. For instance, interpersonal relations, emotional, collaborative etc.

This paper is an effort that shows the obstacles that woman faces in order to reach top management positions. Moreover, I also tried to describe that the traditional leadership model is linked to the masculine stereotypes. Henceforth, I tried to explain that the new organizational culture requires also the feminine stereotypes (emotions, interpersonal relations, cooperation etc). So, one could say that the leadership is not just linked to the masculine stereotypes but it also requires more of feminine qualities as well.

The empirical study involves the semi structured interviews from men and women on management positions and also general discussions with the public. Based on these interviews and discussions I tried to analyze if both male and female follow the gender stereotypes and if they have difference in leadership styles according to gender. Hence, companies should have a more diversity in their organization in order to have more flexibility in organizational culture.

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CHAPTER No.1
1. INTRODUCTION

Leadership is a topic that comes up mostly in the discussions when it comes to leading the organizations in the professional lives. This topic has been mainly dealt with male perspective, thus leaving behind the developments of competent female leaders to show their abilities. Before going into details we see what compromise an effective leader to work in his/her organization.

There are certainly some basic characteristics that most people associate with the leadership. These characteristics may include risk taking, independent, dominant etc. Therefore people who hold these characteristics are considered to be ‘leaders’.

According to Bass 1989 and 1990 theory of leadership states: that there are three ways to say how people become good leaders. These are:
1. People possess some personality traits which may lead people naturally into leadership roles.
2. A crisis or an event may cause a person to rise to an event and become an effective leader.
3. People learn leadership skills in order to become effective leaders. This is a transformational leadership which is mostly used nowadays.

Looking at the first two concepts of bass theory of leadership one could say that a good leader or an effective leader can be the one in which the team or group members can accomplish more than they would have otherwise accomplished without that leader involvement. With regular proper care and motivation the team can accomplish a goal more together than they ever could have their own specific skills. For this reason, one would say that leadership effectiveness is not gender specific but it depends on certain level of qualities which the both male and female leaders possess to become an effective leader.
In this report I will review the leadership and some of the gender issues related to leadership through some careful analysis of the already done documents, articles, or books written on this topic. Furthermore interpreting some of our results which relates to the confines of this study.

1.1 Definitions of Leadership:
Quoting some of the definitions of leadership will form the basis of our understanding as we go into further details of relation between the leadership and the gender issues.

“My definition of a leader . . . is a man who can persuade people to do what they don't want to do, or do what they're too lazy to do, and like It”.

(Harry S. Truman, 1884-1972, Thirty-third President of the United States, Miller, More Plan Speaking).

Or another definition “The first job of a leader is to define a vision for the organization.... Leadership of the capacity to translate vision into reality”.

(Warren Bennis, President, University of Cincinnati, University of Maryland symposium, January 21, 1988.)

Yet another definition “Managers have subordinates—leaders have followers”.

(Murray Johannsen).

Many more definitions like this which points out that there is an equitable approach to leadership whether it is related to male or female.

There is a large part of research done which stated that leadership is gender neutral and today’s managerial environment offers a vast array of opportunities for both male and female to excel to the higher positions. But, still the women in today’s world face some barriers in leading to higher positions.

Therefore we must examine the effectiveness of leadership and determine if gender plays a major role in this concept.

This paper aims to stimulate my thinking as well as the reader’s thinking to know if female participate as a leader or follower in the managerial environment, and to assist some of the bias that today’s women are still facing to reach the top levels of leadership.
1.2. Leadership and role of Gender:

It is been said that since history that leadership is mainly a masculine activity. In one of well known article “Are we still stereotyping” by (Judith A. Kolb; 1997) it is stated that if women in an organization are to emerge as leaders, it is important that they be perceived as individuals who can influence or motivate others. If we look at the history it will be clear that there was large amount of biases observed with women when it comes to leadership in management. Moreover, these biases are still observed in our society with women. In (1991) Shimanoff and Jenkins reported that:

“When we reviewed this literature we were struck by the prejudice against women. Research has demonstrated that there are far more similarities than differences in the leadership behaviors of women and men, and that they are equally effective. Still, women are less likely to be preselected as leaders, and the same leadership behavior is often evaluated more positively when attributed to a male than female. (Judith A.Kolb, 1997).

Yet another argument made by (Butler 1984; Butler and Geis 1990; Nieva & Gutek, 1980; Seifert & Miller 1988) males are often rated more positively than females, when at an objective level, they have exhibited the same behavior.

Women, moreover, are rated more harshly than males when they fail to be more responsive than mates to the needs of others. (Judith A.Kolb, 1997,)

Bunyi and Andrews (1985), for instance found that when males were in the majority they emerged as leaders 100% of the time. When females were in the majority, females did emerged as leaders but not beyond the expectations one would have on the basis of chance. (Judith A.Kolb, 1997)

These indicate that in no other studies it has been shown that women were chosen to be leaders often than men.

Furthermore, several studies have shown that people perceive successful managers to have the characteristics typically associated with men. Though the actual qualities which successful managers possess are mainly the combination of masculine qualities i.e. forcefulness. Self confidence etc, and feminine qualities i.e. concern for people, feelings,
and relationships. Therefore one would say that a man has got the main qualities to be selected as a leader than is a woman of equal qualification. Thus a woman is more often left behind because of her traditional systems i.e. her childhood socialization which discourages the development of some essential qualities and another factor which is the perception of maleness of leadership. In addition to the traditional approach towards female leadership and stereotyping there are also other barriers which is in the way of upward mobility of females into top roles it can be discrimination against them in personnel decisions involving promotions, selection etc, women who cannot attain development when they have job rotation problems, perception of women as outsiders because of their physical differences and many more. (Judith A.Kolb, 1997)

Studies have shown that males tend to be more task oriented and females more relationship oriented. But in actual managerial positions experiences women managers show no differences in leadership abilities from experienced male managers. These women, infact are more likely to be more competent from their male counterparts. According to Garry N. Powell “women and men in management” that female tend to adopt more democratic, participative style while men adopt more autocratic, directive, power, and control approach to lead in the organizations. Therefore some authors argue that the female style of leadership is more effective because this feminine style reduces hierarchy, satisfies the subordinates and achieve good result (Judith A.Kolb, 1997)

There are many number of studies which focus on the non equality of male and female managers. This leads the reader to think that there may be many qualified women who want to achieve the top roles of management but they can not achieve it because of large number of barriers in their way. Therefore these women have negative effect on their development in their careers as well as social development. These barriers which prevent these women to reach the top levels is referred to as “Glass Ceiling”.

The glass ceiling can be described as the barriers which women meet while trying to achieve the top roles in management hierarchy.
In some context the glass ceiling maybe placed closer to senior management positions, while in other cases women might encounter invisible barriers on the lower management level.

This study focuses on the differences between male and female stereotypes and the barriers which the females may experience while trying to reach the top management levels of hierarchy. Although there are many different leadership styles that differ between men and women, the male leadership style linked to male stereotype seems to achieve top management roles in the organizations.

So, this approach requires that this paper be focused on the barriers that women face in their professional lives. Moreover the gender stereotypes will be discussed to understand the differences between male and female leadership style. In addition to this a relation between male leadership style and the culture of the organization will be shown in order to explain that the women have to overcome to attain top management roles in the organizations (Judith A.Kolb, 1997)

1.3. Research Question:
Number of females in the middle and lower management level is increasing steadily. However, there is still under presentation of females in the top management positions? What factors contribute to the under representation of these female leaders aspiring to the top management positions.

1.4. Research Objective:
In spite of high progression in social and economic development and focusing on the advancements towards females that females should go hand in hand with the males and they have equal rights and opportunities in the society as males have, but still the question arises is there any differences between male and female leadership style? And are these differences the cause of low appearance of female leaders on top management levels.
I try to construct conceptual model based on the male and female stereotypes as well as the leadership styles of male and female. According to this model I will conduct an interview with some of the females on top management levels, as well as from few males on top management levels, in order to find a relation between stereotypes and the leadership styles.

Furthermore, to make clear if the how these stereotypes effect the performance of females on their jobs and prevent them from reaching to top management positions. This thesis can provide with the useful information as how the women of today experience their leadership roles. I think there is still a need for us to understand that women are also nowadays lead any organization like males can do.
1.5. RESEARCH METHODOLOGY:

1.5.1. Research design:

Strauss and Corbin (1991) defined qualitative research as “any kind of research that produces findings not arrived at by means of statistical procedure or other means of quantification” (p 17). In addition the authors says ,that the analysis in this type of research is a qualitative one that involves a “nonmathematical analytic procedure that results in findings derived from data gathered by a variety of means”(p 18).

Therefore, I have chosen the qualitative research methodology in order to gain more closer and intimate understanding of the female and gender leadership in theory as well as in practice. This approach will allow me to build relationships and gain trust of the leaders in order to build a good material in this dissertation.

1.5.2. Primary Sources: Interviews

With the research I want to study the stereotypes in relation to gender and to examine if these preconceptions are true in reality. For this purpose i try to conduct interview of few female managers and male managers in order to make empirical part of our study.

Although I also thought to have a questionnaire distributed among the managers to get the data as it will provide more objective data and less time consuming as well. However, the dialogues said by the interviewer can provide much more insightful and fitting to the objective of this thesis.

As there are different type of interviews i.e. structured, unstructured, semi structured interviews. For this thesis I have selected the semi-structured interviews style. The reason for selecting the semi-structured interviews is that it allows the respondents to express themselves at more ease and not just bounded by the particular questions to be asked.

These interviews are based on the purpose of having a clear understanding of the personal views and the type of leadership the interviewee is holding in order to have a controlling or directive style in their organization. While conducting these interviews i also can have
a general conversation about the female and gender leadership. Therefore besides the questions that I ask in the interview I will also get a general idea and views about the research topic. This will provide more flexibility in the formulation of the questions that I ask.

1.5.3. Secondary Sources:
Besides conducting interviews, I collected the data through secondary sources. Most of the data collection is usually through secondary sources. As the secondary sources were very important in building the literature review and the conceptual model. I obtain lots of information through this source in order to get a deeper analysis of the topic.

In order to collect data through secondary sources for research topic I found much information about female and gender leadership, stereotypes, or obstacles for women to reach the top roles. I found the related information in Kalmar University Library, as this was the main source for collecting journals or books or articles etc. Besides this, to build the conceptual model and literature review I use a database called Business Premiere Source of Kalmar University library. Furthermore, the use of Google internet was common in this whole thesis and it helped a lot in finding the data concerned with the topic.

After collecting all the relevant date and making a literature review about the female and gender leadership, I tried to make a conceptual model. In other words it is the extract of the literature review on which the whole thesis is based on. In this conceptual model I have identified three factors which may cause the under representation of female leaders. Later on, the empirical study is in accordance with the conceptual model. In addition to the conceptual model, there is a cross case analysis in which I have discussed two variables which can be the cause for under representation of female leaders.
CHAPTER NO.2

2. LITERATURE REVIEW:

In past few decades, more women have entered the workplace because of advancements in their education level and the equal rights which were previously not given to women. Rapid modernization processes have a great influence on the employment opportunities given in today’s modern world, as well as their professional development that might increase the number of women in educational administration. Thus, gender issues have become an interesting topic to investigate. These gender issues include many problems like pay equity, glass ceiling, perception about gender issues, sexual harassment, gender stereotypes, gender impacts on leadership and many more (Ming Yi-Wu, 2006 p 37).

2.1 Transformational Style Of Leadership For Women.

Among, the research issues about gender stereotypes, and gender impacts on leadership expectations/styles there are many research papers done. In these research papers it is been said that females mostly adapt more of transformational leadership style while males follow transactional style of leadership which contributes to the management attributes.

According to Eagly and Johnson (1990), they found that leadership styles between male and female are somewhat gender-stereotypic. In this research they found out that women more than men manifested relatively interpersonally oriented and democratic styles and men more than women manifested task oriented and autocratic style.

Furthermore, it was also stated that the transformational style of leadership is more of future oriented than the present one. Therefore, it builds more of the trust and confidence in the followers. It was also revealed by comparing male leaders with female leaders, females were more transformational. (Eagly A.H, Carli L.L,2003).

Therefore, Bass and Avolio (1994), stated that female leaders have more transformational style of leadership which is quiet commonly perceived as positive. (Ming Yi-Wu, 2006 p 37).
On the other hand, in another research, Eagly, Makijani, and Klonsky’s (1992) demonstrated that female leaders were slightly perceived negative as compared to male leaders and the male participants tend to devalue these females. This reason may prevent the females to reach and aspire to high management positions.

Additionally, with time some other researchers in 1992 also said that men are generally stereotyped to be objective, competitive, logical independent, aggressive, responsible, rational, and ambitious whereas stereotypes of women often includes characteristics such as being gentle, emotional, intuitive, dependent, sensitive, passive, illogical, nurturing, warm, and accommodating. They also added that the male traits often include the ability to accomplish tasks, in contrast feminine traits tend to be ‘expressive or communal’. Hence proving their statement that women are less in leadership roles because of more of their feminine qualities. (Dennis, Michael Robert, Kunkel; 2004).

Similarly, sex role stereotypes produce negative evaluation of women and preferences for masculine traits which can influence personal decisions such as hiring, promotions, especially among top executives and leaders. As it was been argued that the top executives positions need more managerial driven, objective, assertive and authoritative type of characteristics which are mostly and generally found in masculine leadership and not the feminine (Dennis, Michael Robert, Kunkel; 2004).

2.2. Prejudice Against Females.

Eagly and Karau (2002) stated that the incongruity between expectations about women and expectations about leaders forms the prejudice against female leaders.

Women are sometimes faced with conflicting demands of their roles as women and their role as leader. In general people expect that women be communal, manifesting traits such as kindness, concern for others warmth as compared to men which are more agentic and have more masculine traits such as confidence, aggressiveness, self direction. So, as leaders are said to have more agentic qualities as compared to communal qualities,
stereotypes about leaders generally resembles stereotypes of men more than stereotypes of women. Consequently, placing men having usual leadership roles and placing women at a disadvantage. These dissimilarity appears to be disappearing but still it exists in the society. Because of these type of cultural stereotypes female are often faced with double blind. They are expected to behave as very communal for having female gender and also expected to be very agentic as it is the major trait of having leadership role. However, the agentic display appear incompatible with being communal, so females are faced with the discriminations and prejudice. Sometimes, people also tend to dislike a female leader who have more of masculine type of behavior and very directive. When the female leaders are faced with such type of situation either to be very communal which is a female quality or to adapt agentic qualities which are masculine traits they are faced with cross pressure. Therefore, often faced with disapproval (Alice.H.Eagly;2007). Furthermore, the impact of sexual stereotypes by Broveman (1972) and Heilman (1989) states that when male mangers were asked to describe characterize the styles of both male and female they described female managers as less confident, less emotionally stable, less consistent, less analytical as compared to male managers. In addition they also found that the managerial traits are more in linked with men and less desirably be associated with female. Moreover, more women stereotypes which often serve as barriers for women to rise up were pitch of voice, physical appearance, and mode of dress. (Oakley.J.G, 2007).

2.3. “Glass Ceiling” Effect
According to (Oakley.J.G, 2007) says that the number of women in middle management and lower management has grown rapidly but there are still few females who could rise to the top management levels. He said that there can be many reasons which is preventing the women from reaching to the higher levels. Additionally, the barriers which prevent these female in rising up can be described by the metaphor “glass ceiling”. This glass ceiling effect can be very relevant to those people whose careers are effected by it. In the largest corporations women hold less than 0.5% of the highest paid management jobs. In 1995 fortune magazine 97% of senior managers are white and an estimated 95% to 97% Of senior managers are male. Furthermore, Oakley states that there can be two categories of explanations as why the women have under representation in the top management
roles. The first category is the barriers created by corporate practices which are created in favor of recruitment, retention, promotions of males over females and the second category lies in the behavior and cultural causes that revolves around stereotyping, preferred leadership styles, power etc.

2.4. Some Common Stereotypes About Females, Barriers To Reach Top Management Positions.

Research shows that women do not easily gain access to the top executive roles while it is easier for men to reach that level. This is because of some seen and hidden barriers which is preventing females to attain such a position. Therefore, the cultural stereotype of leaders is male which is also a barrier for women in rising up to higher management levels. This is a cultural stereotype against women that portrays women as less capable leaders. Stereotypes that assumes that there are wide differences in the abilities of men and women and that men are better suited for leadership positions.

Feminine leadership style observed by few researchers were that women solicit input from other people in an effort to male people feel included and create open communication flows (Oakley. J.G, 2007).

Moreover, it is been stated that women executives often report that their male colleagues feel uncomfortable or even threatened to their presence and this discomfort was the failure of men to reconcile their traditional values about sex roles they were brought up with and their experience of working with women as peers. (Oakley. J.G, 2007).

In an article, It is stated that stereotypes may stall women’s leadership development. Organizations need good and strong leaders for the development of their organization but when it comes to women as leaders then gender stereotypes lead these organizations to underestimate the competency of the females who are capable of doing as better as males can do. There are basically some stereotypes regarding female as leaders in the organization. These stereotypes are:
**Extreme Perceptions:** Women are never considered as right. If they act consistent with gender stereotypes they are considered as too soft but if they go against the stereotypes they are considered as too tough (HR Focus, 2007).

The same is true in regard to negotiation, pay and promotion. It is commonly assumed that women do not ask for a promotion or for more money but wait to be noticed and nominated. If women violates this rule they are penalized by both men and women for doing so.

People have usually strong belief that women and men behave differently due to either biology or socialization. For instance, gender stereotypes work in an example of woman and mathematics. It is generally assumed that women are not as good at mathematics as men. Therefore if a woman is said to give an exam of mathematics, she may unconsciously say that I am a woman and women are not good at mathematics. So, I am probably not going to do well. She may put less effort and do less well. This is in effect self-fulfilling prophecy.

These type of stereotypes may influence our behavior, and people may Fear that stereotype is correct which in turn effects our performance in our work life in organizations.

Management literature illustrates the power of stereotypes. Earlier management literature excluded and ignored women as it was just written for men. Women now also appears in management literature but usually rather in stereotypical roles (Kalen, Elisabeth: 2008).

Oakley 2000, stated that career barriers hindering women from reaching CEO positions in U.S and U.K are organizational barriers which includes informal and hidden senior promotion processes, lack of appropriate career development, and lower pay for women. Behavioral and cultural explanation includes gender stereotyping of leadership, gendered communication styles, and social exclusion etc.

In a US survey which reports that most CEO’s (82%) thought that women were held back by lack of significant general management or line experience. 64% of CEO’s thought that women had not been in the pipeline long enough. While 52% said that male stereotypes held them back (Singh Val, Vinnicombe: 2004).
2.5. Effect Of Female Behavior On Their Job Roles.

It is being observed that women tend to behave differently from men in organizational life. They often ignore the use of impression management as tactics or strategies which can be useful in their overall performance and high visibility to rewards and also visible commitment. Women tend to be more modest than men, they often prefer to share praise rather than take credit due to their personal efforts and believe in the fairness of formal structures (e.g., promotions system) of the organization. Hence women do not easily gain upwards visibility and they tend to dislike and avoid organizational politics.

In one of the report by (Kathleen Grace;2004) which stated that there are some reasons in which the talented driven women still have difficulty to reach the top management levels. The women leaders are more likely to be liked as compared to be admired or respected. It can be a barrier for her career development as the future modern leadership does not prefer liking but the accomplishments of a person and to be respected more. Additionally, female leaders have lack of self confidence, they think that if they just work hard they will be noticed in public and therefore do not show up their capabilities in other words they are faced with lack of advertisement. Furthermore, women feel hesitated to deal with conflicts but actually conflicts can strengthened their personality and their career as a problem solver. So, these conflicts make women un easy to climb up the ladder.

Women and men accomplish almost equally all the leadership tasks in much the same way, but women still have to deal with unique set of difficulties because they are female in a traditionally male position. Having to confront these gender based difficulties does have an impact on the leadership strategies women choose.

In a way it can be said that there are different reasons that have kept women underrepresented in top management positions. In finding reasons to this research many researchers have indicated that there are significant differences in the way male and female leads. While others see little differences in leadership styles of male and female.
CHAPTER NO.3

3. CONCEPTUAL MODEL

3.1. Obstacles in order to reach top Management Roles:

Social scientists differentiate between gender and sex. Sex is the biologically given physiological differences between men and women. Gender is the social build up of differences between men and women. These include different traits, behaviors, attitudes, roles which male and female are expected to display. (Tona Henderson).

This statement refers that the inequality of positions between men and women can be the gender differences and not the sex differences.

Women represent a large part of our society and they have equal rights to go hand in hand with men in order to obtain top management positions in the organizations.

From research and studies it is clear that the amount of women managers in middle management and lower management increase, but the number remains very low in higher management positions. These unseen barriers which are preventing women or discriminating women to achieve highest positions can be the “Glass Ceiling”.

The glass ceiling is the theory that explains why women do not advance to the uppermost professional and managerial jobs and men are in the majority among managers, executives, and higher level of professional workers.

Some visible and invisible rules have been constructed around “male” norm which women sometimes find difficult to cope up with it. People automatically do not see women equal as men. Women tend to have work much harder than men to prove themselves and sometimes they adapt to “male” working styles and attitudes more than necessary. Furthermore, women tend to be excluded from the informal networks dominated by men at workplace, which are vital for career development. The problem is that people tend to believe that women, unlike men are not able to devote their full time and energy to the paid work because of their family responsibilities. Consequently, women are not given as many opportunities as men to do more demanding, responsible jobs which would advance their careers. However, there is evidence that once women
attain the upper levels of management, attitudes towards them are not much different to those towards men.

Following table can show the percentage of female officers in top positions by fortune 500:

| Percentage of Women in Corporate Officer Positions, by Fortune 500 Rank, 2005 |
|-------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|
|                               | Average number corporate officers.  | Average number women corporate officers. | Average percentage women corporate officers. |
| F1-100                        | 28.0                                 | 4.9                                  | 17.5%                                |
| F101-200                      | 20.8                                 | 3.3                                  | 15.7%                                |
| F201-300                      | 19.1                                 | 2.9                                  | 15.3%                                |
| F301-400                      | 21.8                                 | 3.7                                  | 17.1%                                |
| F401-500                      | 19.0                                 | 3.0                                  | 15.9%                                |
| **F500 Average**             | **21.8**                             | **3.6**                              | **16.4%**                            |

*Source: 2005 catalyst census of women corporate officers and top earners of fortune500.*

This table is a clear illustration of female representation in top management roles for the year 2005. The organization reality is that many women still struggle with rigid and male dominated hierarchies, promotion based on uninterrupted linear career paths, with little flexibility, lack of credibility in masculine culture, isolation from other women and transactional (as opposed to transformational) management styles (Oakley 2000).

3.1.1. Lack of female role models: Role models are vital for the success of young managers, and yet there is very little research into the gendered aspects of this phenomenon in business settings. Research by Came, Vinnicombe, and Singh (2001) shows that both men and women still consider that masculine styles of management are required to be successful, particularly at director level. If role models and culture of an organization are masculine than women’s own managerial capital is less likely to be appreciated, both by themselves and the organization (Ruth Sealy, Val Singh; 2006).
Gibson and Cordova’s (1999) looked for differences in how men and women used role models. They found that across organizations, women were less likely to have specific role models for success and more likely to have negative role models. Additionally, women in sex-balanced firms were less likely to place an importance on same sex-role models.

Singh et al (2006) investigated the choice of role models of young women managers, and found many of them were outside the workplace. Sheppard’s (1989) work highlight some of the problems for organizations without senior role models. He said that women need additional time and effort as how they should behave and represent themselves in the workplace. Women often find themselves in a dilemma of being unprofessional and “not very nice”. (Ruth Sealy, Val Singh; 2006).

Therefore, in our point of view it is one of the main barrier for women to achieve and aim for the top management roles as women perceive male to be more efficient in the directive roles as majority of the executive roles are male dominated in which the women and others still believe that the top directive roles need more masculine leadership style as compared to females.

3.1.2. Traditional view of women:

The second barrier which can interrupt women from rising up to top level can be the family problems related to women. Women are mostly not regarded efficient in the workplace because organizations consider women to have a family orientation. If the women are not even married or do not have children but still the male executives believe that the women can have negative impact of family on their work which is required for the executive role. This usually influences the female to be selected at a top management level, which is a big disadvantage for the females. (Tharenou, 1999).

Therefore, the organizations while hiring the best managers often think that women are more responsible for their family and child care if they are married, or if they will marry then these females work efficiency will start decreasing because of their family
orientation. Consequently, female as compared to male gets less chance to work on top management roles.

3.1.3. Mobility of job for female leaders:

As said by (Tharenou 1999) that one barrier for women in reaching to top roles can be the responsibility of their family for females. Additionally, many researchers have pointed out that women are often less mobile. Their family priorities prevent them from moving to far places which are required by the executive roles in any organizations. Since top management roles are more responsible at the work place and require more efficiency as compared to other levels of management. This can be a great disadvantage for the female as they are also required to take care of their children and family. Thus, preventing the females in advancing to top managerial post.(Tharenou 1999).

Therefore, many organizations place women in the middle or lower management levels and not the top levels in order to have flexible work time so that they can easily handle their work at the organizations as well as to their family.

But, if we look at the other hand, it is obvious that female hold a large amount of responsibility towards their family and for that reason they can not achieve the top management roles, but the organizations also have to take into consideration that they might lose a huge amount of talent which is required for their organizations growth and profitability. So, these organizations make themselves a little flexible towards this issue in order not to lose female talent.

3.1.4. Performance Evaluations of Females:

With regard to self evaluations some researchers suggest that men and women have different perceptions of identical levels of performance. Maccoby and Jacklin (1974) found that females usually expect lower performance than males and specially when it is more masculine type of evaluation. Females as compared to male undervalue their contributions. However, it is been said that these findings were more likely to occur when the female workforce was in a small proportion, or they were in minority.

Furthermore, according to the new research it is suggested that in spite of the female achievements there is still a strong male stereotype in minds of supervisory personnel.
The main cause for this is the lack of proper socialization and mentoring which leads to the diminishing expectations for women (Brent M Wren; 2006).

Therefore, the female in order to rank themselves equal in performance evaluations they think that they have to work hard twice as men do, in order to be recognized and evaluated as male.

3.1.5. Stress as Barrier for Female:
One reason for the under representation of females in the upper level of management is also a stress. As, it is pointed out by (Bellamy and Ramsey, Davidson and Cooper, and Powell) that many females work in the environment in which mainly there is a male dominancy and this type of environment can have impact on both the leadership style and stress levels of women managers. Moreover, the resulting stress on women and masculine style of leadership is the reason for keeping women away from the upper level of management. (Maria Gardiner and Marika Tiggemann; 1999).
There are mainly two reasons for which are liable to increase the rate of stress in women. They are exaggeration of differences, and stereotyping.
First, is that female may become isolated from the main group i.e. (male) and they lack a formal or informal support which may lead them to be more stressed.
Third, sex stereotyping is widely recognized as a negative consequence for female in work place. Consequently, they face more stress. (Maria Gardiner and Marika Tiggemann; 1999).
So, one can say that besides the stress at work place female are also more prone towards their family problems and they face the stress from that side as well. This in turns prevent women to reach up the top levels.

3.1.6. High Visibility of Female:
If female are more visible in the organization or in minority in a male dominated place then they are likely to face greater performance pressures as they are constantly under
observation. As a result they are faced with more stress as they think that they have to perform better than their male counterparts.

3.1.7. Women Seeking Part time Jobs:
Female related responsibilities is one of the main explanation of gendered labor market positions. Research has shown that female employment is affected by family composition (IIse Laurijsen). Mothers are less frequently employed, work in part time and lower status positions more often, and have lower average salary than other women.
Most studies conclude that family formation is one of the reason for women’s development of a successful professional career.
Additionally, the reasons for part time work and discontinuous careers of women are not to be found in personal attitudes and orientations, but in the characteristics of women’s job and family formation. Therefore, one would say that the female choice for part time work is constrained by the context of domestic responsibilities.(IIse Laurijsen).

3.1.8. Lack of Self Confidence:
Lack of self confidence can also be one of the barriers which can prevent women in showing her capabilities as how much capable she is.
Female leaders often suffer from a belief that by keeping one’s head down and working hard, you get noticed. This can be the main problem as this can be the lack of advertising themselves to others. As letting others know about areas of interest, skills and accomplishments is not bragging, it is giving people valuable information.
As, showing up the achievements and one’s skills can also value the respect of a person and if females lack this confidence to show up themselves, probably it could be an obstacle for them to rise up the top management level.

3.1.9. Sexual Harassment:
Social scientists say that sexual harassment disrupts one’s work life. Survey data also indicates that harassment negatively effects both the perceptions of job performance and
work satisfaction. In a survey of over 3000 women, 70% of harassment victims that unwanted sexual advancements or comments interfered with their ability to do job. The legal system also says that sexual harassment is disruptive producing work performance stress as well as distraction from tasks, dread of work and inability to do work.(goliath.ecnext.com).

So, it can be said that in many organizations women are facing this major problem which can diminish their real interest to work in such a diverse working environment because they are generally conditioned by their biological sex.

3.2. ORGANIZATIONAL CULTURE, GENDER STEREOTYPES and LEADERSHIP STYLES:

3.2.1. Organizational Culture:
It is also important to analyze the organizational culture in order to know the position of women in top management levels.

Culture generally refers to ways of life, arts, beliefs, norms and symbols that has been created for a society in order to pass it down from generation to generation.(en.wikipedia.org)

At one side an individual has their own set of systems or values. On the second hand when an individual joins an organization he/she has to transmit the organizational values or systems in themselves in order to work in that organization. When the individuals own set of values and systems are in alignment with the organizational values the individual is personally satisfied, and desire to continue work. However, the opposite happens when these values and systems are in contradiction when the personal values are different to organizational ones and the result is dissatisfaction and poor performance.

As mentioned earlier, because of the high visibility of the female in organizations as being in minority, they usually have to adapt to the culture which is most dominant in the organization. The group in minority tends to adapt to the cultures and identities which they share among their group (Michael A. Hogg, Deborah J.Terry, p 70).
Another feature of the phenomenon is that a group which is mostly the same i.e. homogenous, there is greater chances for the decrease of innovation, or creativity capabilities. Whereas, minority despite of lack of size status or power can influence can influence the majority in a very different way. Furthermore, exposure to minority leads to the use of multiple strategies in solving problems. Whereas, majority leads individuals to focus on the majority endorsed strategy. (Michael A. Hogg, Deborah J. Terry, p 81,82).

In this way, the companies can benefit a lot from females by giving them opportunities in managerial positions.

3.2.2. Gender Stereotypes:

Stereotypes are generalizations, or assumptions that people make about the characteristics of all members of a group, based on an image about what people in that group are alike. We consider that social stereotypes have a high influence on the professional career of a woman. For instance, the most prominent social stereotype about women is that they are seen as housewives mainly. Therefore, they are considered to be weak if they work in organizations at management level, as their main occupation is taking care of family responsibilities.

Studies have found that women are shown as passive, dominated by men, governed by emotion, overly emotional or dependent. These attributes make women feel that they are not worthy of top management positions as men are. Since, that type of position requires mainly authority and power.

However, if we say that the masculine stereotypes suppose that men are good at work that mostly is comprised of masculine activities and female are good at accomplishing those tasks which is mainly comprised of feminine activities. Then, the success in these cases is actually caused by stereotypes. Therefore, one would easily say that the glass ceiling effect is generally caused by gender stereotypes. For that reason women are more afraid to try and reach the top management level (Oakley, J.G; 2000).
3.2.3. Leadership Style:

The analysis of men and women in the management positions can be the differences between their leadership styles. As stated earlier masculine stereotype could be linked to more autocratic, power controlled, dominant. While, feminine stereotype can be linked with more emotional, relationship oriented.

As the masculine stereotypes can be more connected to the management attributes then it can be stated that effective leadership preclude many women from being considered for promotion or career development opportunities because a women do not fit a leadership stereotype.

Some more studies on this topic says that women were found to lead in a more interpersonally oriented leadership style and men were found to lead in more task oriented style. Moreover, women were rated as more democratic and participative while men were rated as more autocratic and directive.

Transformational leadership occurs when a leader engages with follower in such a way that both parties are raised to higher levels of motivation and morality with a common purpose. On the other hand, transactional leadership in contrast is a set of leadership behaviors that emphasize exchanges or bargains between manager and follower and focuses on how current needs of subordinates can be fulfilled (Karen J.Maher, 1997).

There have been also some empirical evidences that suggest that females performed in a more transformational manner as leaders than did males.

In yet another study found by Avolio and Nass (1992) and Druskat(1994) that transformational leadership maybe a more feminine style of leading, and is more likely to emerge in all-female organizations where women control the resources and are so less constrained in their leadership style.

In this way, we can point out that transformational leadership style is not connected to masculine stereotype. Therefore, one must say that the transformational style of leadership can not be attributed for the success of an organization. In addition, women
have been given the positions that reflect flexible work, where there is not too much responsibility. Consequently, it would be more possible to say that women are not linked to the organizational culture. It also supports the barriers that women are facing in order to reach highest management levels.
CHAPTER NO.4

4. EMPIRICAL STUDY:

This portion of the thesis is in relation with the conceptual model. As, I interviewed different people on management positions, after that I will make analysis of the main concepts of the conceptual model.

As discussed earlier, the transformational and transactional are two types of leadership styles which are based on gender. As it can be depicted from the previous studies that feminine stereotype which is basically not linked to the traditional style of leadership i.e. more masculine entails that women do not reach the highest positions in organizations.

Organizations nowadays are facing the challenge to adapt to more diversify working environment within the organizations. For this reason they have to consider alternative management styles instead of the traditional styles of leadership and managerial environment which is commonly more male dominated organizations.

Now, in order to have a concrete result of all these studies it is of vital importance to understand if the biological sex determines the style of leadership or not. More easily, we have to determine if female follow a feminine stereotype or men follow a masculine one or not.

For this purpose, I have to undergo a more practical side of the study which will include the interviews process. These interviews will be from people who have the management positions in Komvux (language learning institute), Some other managers at Panasonic Company and one of the respondent from Tetra Packs. So, to make it clear which management styles do men and women practice in real world. The analysis of the interview will be done keeping in mind the points discussed in the the conceptual model.
4.1. ANALYSIS:

In analysis portion I am going to analyze the views and ideas of different male and female managers while having an interview with them. This analysis is according to the points discussed in my conceptual model, i.e. Obstacles, Organizational culture, and Leadership style.

4.1.1. Obstacles:

**Male Manager: Panasonic**

Since many years he is working as a chairman of Panasonic Company in Malmo city. In his professional career he did not find any such type of barriers, and because of his intellectual capability he is valued in different stages of life in his professional growth. In the interview he tells me that: whatever I wanted to achieve in my life till now I have achieved it, but for these achievements one should have very clear goals in my mind step by step. Then he says: I think and in my opinion everyone can reach to his/her destiny unless they work hard and struggle for it.

In his professional career he did not face any type of pressure inside or outside. Moreover, he added that I agree that male while achieving a specific position in an organization do not feel much hurdles towards his success, but females sometimes have to put little more effort in order to achieve a certain level of position in her professional career as compared to men.

**Female Finance Manager: Panasonic**

She is also working with Panasonic Company in Malmo. She said that sometimes it is difficult for women to work in organizations where the organizations do not provide a little flexibility to female workers. I mean that the timetables are not according to the schedule of her family life. Furthermore, she told me that sometimes the organization culture is a little of autocratic specially if the manager is an old man with traditional views about leadership i.e. masculine dominance. Therefore it can create a little bit of difficulty for females.
**Another Male Manager: Panasonic**

He states that he is well aware of the obstacles which women are facing nowadays to achieve a certain level of position. He told me that I would rather call it as a waste of talent. He thinks that men and women have nowadays equal opportunities everywhere in the world to utilize and to grow in their professional life.

However, if we talk about any type of pressure or obstacles then I would say that both men and women face some type of pressures in their professional growth and career. It is not just concerned with females if they want to reach a higher level of management position.

He states that everybody has to compromise between their professional life and family life. If there are some problems connected with professional or family life we have to find some good way out. Because today’s dynamic world requires more hard work to reach a top levels of management.

**Female Manager: Komvux**

This female manager view is that from last few years advancements for female leadership has grown very rapidly but still there exists a gap for reaching to the top management position. This gap maybe because of higher responsibilities for women in her family life. Therefore, this may be added as a limitation towards achieving high management position.

Furthermore, she said that I think females can grow in an environment where there is female organizational culture. The females feel dominant and the time schedules are flexible in accordance with their family life as well.

She also said that the society imposes many obstacles for women to reach to the top management positions but the main obstacle can be to have more responsibilities towards the family life. However, she also thinks that female do not have feel everytime that the
pressure which they are facing is more than the pressure which males have to face. But, it also depends on the type of work which of that position, and not because of the gender discrimination.

Female Manager: Tetra Pack
She said that she herself did not experience any type of obstacles in reaching to top management position except for some personal reasons. Her views about the professional and family life are that besides her professional life she is also actively responsible for her family life as well. However, it also depends on what kind of family members do you have. It means that the family members should be supporting one to decrease the level of responsibility and pressure in order to achieve management position.

Analysis
In order to briefly summarize and analyze the views of these managers it can be said that there is lack of feminine values in traditional organizations. But on the other hand, it can also be said that in today’s dynamic organizations people do not care about the old female stereotypes. Nowadays they can work along with males and achieve their goals in order to reach their destiny as men do. It can also be said that today’s organizations need much greater diversity, for which women are getting equal opportunities of employment in the organizations.

Another aspect of this analysis is the existence of a strong obstacle which is the conciliation between professional life and the family life. As mentioned in the conceptual model that when a person reaches on executive rank then he/she has greater level of responsibilities as compared to other employees. Due to this reason, many women also decide not to marry and to give full attention towards their professional life. One of the interviewee also said that I have seen some females who think that it can be difficult for female to reach top position if they want to give full concentration towards their family and be a good traditional type of mother.
So, in order to have a greater diversity in an organization the females should be given a little more flexibility than men. For instance, Paid maternity leaves, change of time tables etc for females.

4.1.2. Organizational Culture

Male Manager: Panasonic
The culture of an organization depends on the work of all the employees in an organization and the way they communicate with each other. He says that every person in an organization has a certain task or responsibility for the success of an organization or any project. If that responsibility is missing than it can be difficult to achieve a certain goal. So, he disregards the role of gender in organizational culture and says that everyone is important in his organization if it is a male or female.

Female Manager: Panasonic
She thinks that in order to do a good job one must adapt their self to organizational culture. The leadership style which a person adapts should be in accordance with the organizational culture.
Furthermore, she said that we have to accomplish different projects in the organization for which we need team work. Team consists of people who have their own fields of specialties and can lead a group towards success if any of the group member is left behind it would lead to project failure. So, in order to maintain the level of accomplishments you need to be have control on your employees and make them sure that the required work should be done on exact time with no delays.

Another Male Manager: Panasonic
He thinks that yes we have to adapt our leadership style according to the organizational culture but the culture in our department is to make the employees work as easy as possible. Sometimes, you have to be very cooperative one and give equal responsibilities and opportunities to your employees whether it is a male or female.
**Female Manger: Komvux**

In an organization where the person has a leading position he/she should be well aware of what is going around in the organization. A manager should give equal responsibilities to every employees and also to give them their rights but if something goes wrong which can lead disturbance in the organization then one must use the formal given power to handle the situation without any interference of other employees. This can help the organization maintain a level of standard and making it easy for me as well.

**Female Manager: Tetra Pack**

This is definitely the organizational culture. A person must set clear targets and make sure everyone strives in the same direction. For best results you need to listen to all the employees, listen to their views and ideas and make feel that everyone is responsible for their part of work. If you don’t you lose a lot of good initiative.

**Analysis**

When a person joins an organization and becomes part of it, then he/she has to adapt according to the organizational values and culture. New challenges and new dynamic organizations need a lot of talent. This talent cannot be under estimated if we talk about females. They indeed, contribute a lot to the success of an organization.

As mentioned in the conceptual model, masculine stereotypes are to a greater extent connected with the organizational culture. Where there is male dominance the females feel pressurized. But, on the other hand the empirical study proves that masculine stereotype is not getting in accordance with the above statement. Hence, maybe we can say that masculine stereotype cannot be the reason for lack of females in top positions.
4.1.3. Leadership Style

**Male Manager: Panasonic**

He says that the leadership style of a manager should be of the way that the people working with you do not hesitate to communicate with their leader. In order to get directions a leader should be able to understand the mentality of their employees. Every person in the organization should know as what the company wants to obtain from certain project. But, on the other hand sometimes a leader should be a democratic as well. As, their are certain decisions which a leader should tale by himself abruptly. Moreover, he said that maybe the employees who are working with me can easily judge as what type of leadership style I have.

**Female Manager: Panasonic**

When we talk about the leadership styles of managers it should be the kind of style which you think can be good in order to get work from your workers. She said that I discusses the issues of our company with my employees but take a decision on my own and which I think can be better for the company. You must give the employees an environment where they can work freely but a level of discipline is also maintained in the organization.

**Another Male Manager: Panasonic**

He thinks that in order to lead an organization a person must be able to have an environment in the organization where everybody feels themselves as an important part of the organization. This is the way from which organization can achieve success. In order, to create this type of atmosphere the leader should be able to create collaboration between the workers and also with him as well. So, if you want a good atmosphere in the organization where people can work calmly and to coordinate with each other than we must create a friendly atmosphere with flexibility.

**Female Manager: Komvux**

She says that maybe I can define my leadership style as based on enthusiasm with my work. I prefer to give same treatment to all my members but when a leader sets goals and directions for the organization then he/she should be able to have control on their
employees so that everyone should be clear enough to complete their task on time. I give equal importance to all my employees but a level of discipline is maintained in the organization.

**Female Manager: Tetra Pack**
The leadership style adopted by her is freedom with accountability which means that the employees are valued equally in an organization but within certain limits. Whatever, they do these employees are accountable in front of the top management. For this, purpose a discipline level is maintained in organization in order to have control in the company.

**Analysis**
While analyzing this part of empirical study I found out that males and females do not actually follow the stereotypes mentioned in the conceptual model. It can be said that both male and female try to adapt more diverse set of values which are not clearly connected with the transformational and transactional styles of leadership. Therefore, one can easily say that it is not always true that men, for being men, are related to the transactional leadership style and women for transformational style of leadership.

As mentioned in the conceptual model, masculine stereotypes are linked with the transactional style of leadership, which is more authoritative one. On the other hand, transformational style of leadership explains more of feminine stereotypes, which is more participative one. Hence, it is also been said that as masculine stereotypes are more authoritative one and focused on task therefore it is regarded as essential for management positions. Females characteristics, on the other hand do not contribute to management attributes.

Considering other variables, can make us understand the connection of masculine stereotypes with transactional leadership and the feminine stereotypes with transformational leadership style.
These variables are the age factor and the job experience. Therefore, a manager who is more aged or above 50 years of age gives more preference to the traditional styles of leadership and prefers to have traditional culture and values in an organization which is directly connected to the masculine stereotypes. We can observe the same behavior in a manager or leader has a more managerial experience (length of time); the same type of behavior was found which can be connected to the masculine character.

Therefore, it can be said that it is not always true that feminine stereotypes characteristics cannot easily be fitted in traditional organizations. However, it is possible to state that in today’s dynamic organizations female values are of great and vital importance for the success of an organization.

According to the second model of post heroic leadership it challenges the static command and control images of leadership. Therefore, focusing on more of a collaborative and mutual understandings. The third model, sys that leaders are expected to create an environment where people can get a collaborative learning and continuous improvement can occur. (Simons school of Management; August 2002).

Therefore, the new managers take into consideration those values which they think can be of vital importance for the success of an organization. For instance, a collaborative environment in an organization.
### 4.2. SUMMARY OF THE EMPIRICAL STUDY

<table>
<thead>
<tr>
<th></th>
<th>OBSTACLES</th>
<th>ORGANIZATIONAL CULTURE</th>
<th>LEADERSHIP STYLE</th>
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<tbody>
<tr>
<td>Male manager at Panasonic</td>
<td>I think and in my opinion everyone can reach to his/her destiny unless they work hard and struggle for it. but females sometimes have to put little more effort in order to achieve a certain level of position</td>
<td>He disregards the role of gender in organizational culture and says that everyone is important in his organization if it is a male or female.</td>
<td>The leadership style of a manager should be of the way that the people working with you do not hesitate to communicate with their leader. <em>These characteristics do not follow masculine stereotypes.</em></td>
</tr>
<tr>
<td>Another male manager at Panasonic</td>
<td>He thinks that men and women have nowadays equal opportunities every where in the world to utilize and to grow in their professional life.</td>
<td>You have to be very cooperative one and give equal responsibilities and opportunities to your employees with whether it is a male or female.</td>
<td>More collaborative environment, so, that everyone feels an important part of organization. <em>Not following masculine stereotypes.</em></td>
</tr>
<tr>
<td>Female manager at Panasonic</td>
<td>Not so much hurdles, but needs a</td>
<td>For successful accomplishments of</td>
<td>I discuss the company issues</td>
</tr>
<tr>
<td>Female manager at Komvux</td>
<td>Society imposes many obstacles but the main obstacle can be responsibility towards family life.</td>
<td>Give rights to the employees but, Use of my formal power if something goes wrong in the organization.</td>
<td>Sets goals and directions to the employees and to have control on them.</td>
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</tr>
<tr>
<td>Female manager at Tetra Pack</td>
<td>No obstacles except for personal reasons. She said that it also depends on the family if they are supporting one in order to have a balance in professional and family life.</td>
<td>A person must set clear targets and make sure everyone strives in the same direction. You also need to listen to the views and ideas of your employees.</td>
<td>Freedom with accountability.</td>
</tr>
</tbody>
</table>

**Not following feminine stereotypes.**

Projects you need to control the employees and get your work done exactly on time. 

With other employees but the decision is all taken by me.

**Not following feminine stereotypes.**
4.3. CROSS CASE ANALYSIS:

Age:

After analyzing the empirical part of this thesis I observed that the cause of the differences between male and females and masculine and feminine stereotypes is also dependent on the variables such as: Age and the job experience of a person. While taking interviews and on general discussions with different people on the related topic I observed that people or managers who are above the age of 45 or 50 supports the traditional leadership model like task oriented, control, discipline, competitiveness, etc.

On the other hand, people or managers who are below 35 years of age i.e. the young people or managers supports the post heroic model of leadership. For instance, more collaborative style for leadership to adapt. These leaders try to adapt a model in which they give more preference to interpersonal relations and emotions. These kinds of values are usually ignored in the traditional model of leadership. But, it is necessary to incorporate these values which are considered more as feminine stereotypes in the organization. This can lead an organization towards success.

JOB EXPERIENCE:

It is also noticed that the managers who have greater experience on the job show the same qualities which supports the traditional model of leadership. For instance, authoritative, commanding, more task oriented etc. but the managers who have less experience show more interpersonal relations. They care more about their workers and their emotions and have good personal relations with them which can help build motivation in the employees.
4.4. SHORT MODEL OF THESIS:

**Conceptual Model**
Women: Transformational
Male: Transactional

**Stereotypes**

**Obstacles, Organizational Culture, Leadership Style**

**Empirical Study: Interviews**

**Barrtiers, Organizational Culture, Leadership Style**

**Empirical Study**
Also dependent on Age, Job Experience

**Stereotypes**
5. CONCLUSION:
I discussed many points related to why there is under presentation of females on top management position in the conceptual model. In these points there were some gender stereotypes and also that the leadership styles of male and female are different which leads to stated problem.

The transactional style of leadership is linked to the masculine stereotypes and the transformational style of leadership is linked to the feminine stereotypes. Therefore male having the masculine qualities possess those values which are required for the managements posts and they can easily reach for it. While, females having feminine qualities cannot reach to these positions as it requires more of masculine qualities.

On the other hand, in the empirical study it was found that gender does not matter in leadership styles. Furthermore, one could say that females do not have the feminine stereotypes and same as men do not show up any masculine stereotypes in the empirical study.

Hence, one can easily say that females do not have transformational style of leadership and same as males do not follow transactional style of leadership.

So, this can provide us with the result that differences between male and female styles of leadership do not contribute to under presentation of females on top management positions.
5.1. FURTHER DISCUSSIONS:

This whole thesis and its investigations are carried in a European country where women are given equal opportunities for employment and they can expect to grow in their professional life but still there is under presentation of females on top management positions. However, with the growing advancements and the requirements of having diversity in organizations in future can lead the females to increase in number in next coming years.

On the other hand, if we talk about the Asian countries like Pakistan, India, Bangladesh, Nepal, and more third world countries females are still not given equal laws. They are still considered just for taking care of their family and no more. For instance, the job opportunities for women in Pakistan are far too limited. In 1999 in UNDP’s Gender Employment Index, Pakistan was second from the bottom in 102 countries. Pakistan has still to make far more progress in giving equal opportunities to females.

In my opinion if the government make some possible solutions in order to give equal opportunities then female leadership can also grow more rapidly as in European countries.

4. There must be high visibility of women in public life.

5. More flexibility to females in order to have balance in their professional life and family life.

6. Education for females should be made important. This is the most important step to be taken.

7. Diversity in companies as a positive factor for the organization.

8. Females should not be discriminated in selections, recruitment, and in development of their career.
5.2. IMPORTANCE OF THE RESEARCH:

This thesis maybe useful for the organizations who contributed to in the empirical study of this thesis. I would say that it can also help those females who are starting their professional life which can help them know what type of situations they might face during their jobs. And lastly, it can also help the students of University of Kalmar helping them understand the position of females in the society and can also help in writing their thesis.
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• Maria Gardiner, Marika Tiggemann, “Gender Differences in leadership style, job stress, and mental health in male and female”; Sep 1999, Vol 72, No 3, p 301-315.

• Ming yi-Wu,” Perceptions about male and female managers in Taiwanese public relations”, 2006, Public Relations Quarterly, No 51,3; ABI/INFORM Global.


INTERNET SOURCES:


APPENDIX 1.

Questions to be discussed with the interviewees:

The questions given are made according to the theoretical framework, but these questions can also be modified or further developed according to the interview as more aspects can also be discussed during an interview.

9. Personal data: Sex, Education level, Job Experience etc.
10. Do you face any type of barriers which you think can prevent you from reaching a high management position?
11. As a women in challenging position how do you deal with your professional life and your personal life?
12. What do you think what type of leadership style do you have?
13. Do you adapt your leadership style according to the organizational culture or you do whatever is your own leadership style?
14. What do you think can make a well developed leader or can be liked by the subordinates: is it the autocratic one or the more participative style?
15. Do you think that the new management styles of leadership as it is growing need of the new societal changes can affect the traditional leadership style i.e. Masculine dominance?
16. Is it good to work in groups to achieve a certain level of success or to work independently?
List of References


✓ Maria Gardiner, Marika Tiggemann, “Gender Differences in leadership style, job stress, and mental health in male and female”; Sep 1999, Vol 72, No 3, p 301-315.


