A study of the perceptions of female leaders' qualifications, leadership style, and effectiveness among elective and selective leaders

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ABSTRACT

SCHOOL OF SOCIAL WORK

SMITH PORTER, DEBORAH DENISE  B.S.W. SOUTHERN UNIVERSITY, 1997
M.S.W. SOUTHERN UNIVERSITY, 1999

A STUDY OF THE PERCEPTIONS OF FEMALE LEADERS’ QUALIFICATIONS, LEADERSHIP STYLE, AND EFFECTIVENESS AMONG ELECTIVE AND SELECTIVE LEADERS

Advisor: Richard Lyle, Ph.D
Dissertation dated July 2009

This study examined the perceptions of female leaders’ qualifications, leadership style, and effectiveness to lead. Eighty-nine leaders were surveyed using the Leader Perception Questionnaire Inventory (LPQ-i) on a four-point Likert scale and four random selected phone interviews. This study focused on several conceptual frameworks: first, role congruity theory which examined the incongruence of female leaders; second, contingency and transformational theory, which focuses on behavior style based on qualifications, leadership styles, and effectiveness of female leader’s; and lastly, feminist theory which examined gender related issues of leadership. This study details current and historical context of female leader’s influence in the workplace throughout history. This study utilized a (qualitative and quantitative) mixed methods approach to gain a new perspective using a phi and chi test to test the hypotheses. The findings concluded that women are continually disproportionately outnumbered by a large margin of (62%) males
and (37%) females in high level leadership positions. Also, the findings concluded that men and women hold similar views of female leadership.
A STUDY OF THE PERCEPTIONS OF FEMALE LEADERS' QUALIFICATIONS, LEADERSHIP STYLE, AND EFFECTIVENESS AMONG ELECTIVE AND SELECTIVE LEADERS

A DISSERTATION
SUBMITTED TO THE FACULTY OF CLARK ATLANTA UNIVERSITY IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF DOCTOR OF PHILOSOPHY

BY

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JULY 2009
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# TABLE OF CONTENTS

ACKNOWLEDGMENTS .................................................................................................. ii

LIST OF TABLES ........................................................................................................ v

LIST OF FIGURES ........................................................................................................ vi

CHAPTER

I.  INTRODUCTION ................................................................................................. 1

   Conceptions of Leadership .................................................................................. 20
   Statement of the Problem ............................................................................... 22
   Purpose of the Study ....................................................................................... 24
   Research Questions .......................................................................................... 24
   Hypotheses ........................................................................................................ 25
   Significance of the Study .................................................................................. 26

II. REVIEW OF THE LITERATURE ............................................................................... 29

   Introduction ........................................................................................................ 29
   Historical Legacy of Feminist Leadership ...................................................... 29
   Female Leadership ........................................................................................... 31
   Organizational (Selective) Leadership ............................................................. 32
   Political (Elective) Leadership .......................................................................... 38
   Qualifications .................................................................................................... 42
   Leadership Style ................................................................................................ 46
   Effectiveness ....................................................................................................... 50
   Barriers of Female Leadership .......................................................................... 53
   Conceptual Framework ..................................................................................... 59
   Transformational Leadership ............................................................................ 70

III. METHODOLOGY .................................................................................................. 74

   Introduction ........................................................................................................ 74
   Research Design ............................................................................................... 76
   Description of the Site ...................................................................................... 77
   Sample and Population ..................................................................................... 77
   Instrumentation .................................................................................................. 78
   Treatment of Data .............................................................................................. 80
   Limitations of the Study ................................................................................... 81
   Summary ............................................................................................................. 82
Table of Contents (continued)

CHAPTER

IV. PRESENTATION OF FINDINGS ................................................................. 85
   Demographic Data .................................................................................. 85
   Research Questions and Hypotheses ..................................................... 89

V. CONCLUSIONS, IMPLICATIONS, AND RECOMMENDATIONS ... 109
   Perception of Female Leadership .......................................................... 109
   Implications for Social Work Practice ................................................ 112
   Conclusions ........................................................................................ 114
   Recommendations ............................................................................... 120

APPENDIX

A. Informed Letter of Consent ...................................................................... 122
B. Leader Perception Questionnaire Inventory ........................................... 123
C. SPSS Program Analysis ......................................................................... 125
D. Phone Interviews .................................................................................. 130

REFERENCES ............................................................................................ 138
# List of Figures

<table>
<thead>
<tr>
<th>Figure</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Female Leadership Model</td>
<td>18</td>
</tr>
<tr>
<td>2.</td>
<td>Graphical Chart of Women in State Legislative Elections</td>
<td>40</td>
</tr>
<tr>
<td>3.</td>
<td>Leader Comparison Bar Chart of Elective and Selective Leaders</td>
<td>91</td>
</tr>
<tr>
<td>4.</td>
<td>Gender Comparison Bar Chart of Elective and Selective Leaders</td>
<td>99</td>
</tr>
</tbody>
</table>
# LIST OF TABLES

<table>
<thead>
<tr>
<th>TABLE</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Distinction of Management Versus Leadership</td>
<td>35</td>
</tr>
<tr>
<td>2. Statistical Leadership II Model</td>
<td>69</td>
</tr>
<tr>
<td>3. Statistical Demographic Profile of the Respondents (N = 89)</td>
<td>86</td>
</tr>
<tr>
<td>4. RQ1: Perception of Female Leadership among Elective and Selective Leaders</td>
<td>90</td>
</tr>
<tr>
<td>5. RQ1: Qualifications—Perception of Female Leaders among Elective and Selective Leaders</td>
<td>92</td>
</tr>
<tr>
<td>6. RQ1: Frequency Distribution—Perception of Female Leaders’ Qualifications among Elective and Selective Leaders</td>
<td>93</td>
</tr>
<tr>
<td>7. RQ1: Leadership Style—Perception of Female Leaders among Elective and Selective Leaders</td>
<td>94</td>
</tr>
<tr>
<td>8. RQ1: Leadership Style—Perception of Female Leadership Style among Elective and Selective Leaders</td>
<td>95</td>
</tr>
<tr>
<td>9. RQ1: Effectiveness—Perception of Female Leaders among Elective and Selective Leaders</td>
<td>96</td>
</tr>
<tr>
<td>10. RQ1: Effectiveness—Frequency Distribution for Perception of Female Leaders’ Effectiveness among Elective and Selective Leaders</td>
<td>97</td>
</tr>
<tr>
<td>11. RQ2: Gender Comparison Perception of Female Leaders among Elective and Selective Leaders</td>
<td>98</td>
</tr>
<tr>
<td>12. RQ3: Perception of Female Leaders’ Qualifications among Elective and Selective Leaders</td>
<td>100</td>
</tr>
<tr>
<td>13. RQ3: Gender Comparison Perception of Female Leaders’ Qualifications</td>
<td>101</td>
</tr>
</tbody>
</table>
List of Tables (continued)

<table>
<thead>
<tr>
<th>TABLE</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>14. RQ4: Perception of Female Leadership Style among Elective and Selective Leaders</td>
<td>102</td>
</tr>
<tr>
<td>15. RQ4: Gender Comparison Perception of Female Leadership Style</td>
<td>103</td>
</tr>
<tr>
<td>16. RQ5: Perception of Female Leaders’ Effectiveness among Elective and Selective Leaders</td>
<td>104</td>
</tr>
<tr>
<td>17. RQ5: Gender Comparison Perception of Female Leaders’ Effectiveness</td>
<td>105</td>
</tr>
</tbody>
</table>
A female’s ability to lead is often questioned in terms of how well she can handle leadership or the depth of her leadership skills. There is a plethora of literature on leadership that describes how males tend to rate themselves as better leaders than females, based on their perception of leadership. Much of the literature suggests that for decades more females tend to underrate their leadership abilities and competencies than men in similar roles. On the other hand, there seems to be a heightened new unorthodox perception among today’s women that tends to move away from orthodox thinking. Often, women find themselves caught up in stereotypes by acting different than prevailing female values in an attempt to comply with the male definition of leadership, charisma! Despite the ideology of whom or what makes a great leader, many women have taken on a new domain of leadership in the public and private sector.

Findings from various studies revealed that female leaders should understand that factors associated with their behavioral and leadership style are contingent upon the situation regarding their leadership role. In the past, women have been known to occupy roles in the private domain that were relevant to managing a home as mothering, child care, domestic chores, and subservient housewives, and men were considered providers, head of household and the dominant figure in the public domain. This idea has caused many to view men as the leader in the public domain because of his longevity as the
public figure. It has nothing to do with charisma, effectiveness, confidence, qualifications or competence. The perception that men are leaders and women are managers is based on private and public roles they performed during early years (Bensimon, Neumann, & Birnbaum, 1989).

According to Tosi, Rizzo, and Carroll (1986), perception is a process of creating an internal representation of the external world. Perception of what constitutes "good" or appropriate leadership behaviors has been described by traditional stereotypes that favor men as having better leadership qualifications (Yukl, 1989). When leadership occurs, it takes one or more person to engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality. Most research is done on formal leaders, pointing to those in a "position" of leadership. However, earlier work of Hersey and Blanchard (1969) revealed that leaders must adapt their behavior and style of leadership that is congruent with the needs of followers on any level and circumstance in order to be successful. Consideration as a qualified, competent and effective leader is based on several dimensions that are contingent on the style of leadership and the situation at hand.

According to the literature, several factors have led to the continuation of many women in managerial positions to face negative attitudes and perceptions of traditional female roles such as; too emotional, non assertive, and lack confidence as leaders (Moore, Grunberg, & Geenberg, 2004). Many view women in the workplace as nurturing mothers, too soft, and child bearers who do not seem to be capable of leading and are not recognized as a leader. These negative beliefs about female leaders may have
contributed to incongruent perceptions based on their peers belief, follow-up reports and evaluations (Eagly, Wood, & Diekman, 2000). Previous research asserts that if women underestimate their own leadership competencies, this may possibly contribute to women's inability to advance to higher leadership positions based on their self-perception and abilities. In many cases earlier studies suggest women underrate themselves as leaders in comparison to men on behavior and skills. On the other hand, several studies on women in leadership suggest that women underrate their performance of leadership skills and abilities based on success from goal achievements rather than on their actual skills and abilities to effectively lead (Turkel, 2008; Van Velsor, Taylor, & Leslie, 1993).

According to Malloy and Janowski (1992), it is the important for women to have a clear perception of their own leadership competency and performance, and also to understand how others perceive their ability to lead is known as "meta-perception." This concept is based on the principle that women, often times, have a lower perception of their leadership abilities and skills than men. According to previous research studies regarding men and women leadership style, many suggest the congruence of certain traits is a direct relation to effective leadership. Traits such as self-esteem, self-confidence, emotional intelligence and achievement status often relate to the measurement of the importance of effective leadership, particularly in women, despite the increase of number of women in leadership roles. In retrospect, during the 1980s a considerable number of women were elected and selected to positions of leadership.

According to Reingold (2008), further research led to systematic comparisons between leadership styles and leadership abilities of men and women are recognizably
different. In a study conducted by the Center for American Women and Politics at Rutgers, elected women are more liberal than elected men and would likely prioritize legislation that focused on the needs of women and children. Other research indicates that women leaders in organizational settings seemingly display a nurturing, caring, and collaborative style of leadership towards others and peers, whereas men tend to display a directive style of leadership that focuses on task and order in the public domain. Much of the world, globally, has shown some evidence of women achieving high leadership positions; however, in the United States (U.S.), there continues to be a disparity of women in leadership by disproportionate numbers in the business and political sector. In many aspects today in the 21st century, women seeking high level positions since the early years of the feminist movement are perceived to have been suppressed in leadership.

According to Dolan (2004), women have sustained and persevered to a new level of leadership in the public domain since the early years of the women’s movement in an attempt to erase the stereo typologies. There seems to be a new generation of women leaders particularly in politics that have surpassed the perception that women lack leadership skills and are not influential. For instance, as recently as August 26, 2008 during the week of the Democratic National Convention (DNC) in Denver, Colorado, there was a celebrated on the 88th anniversary of women suffrage based in part on women’s right to vote. This became a momentous occasion for women that resulted in an eruption of celebration on the rights of women throughout history granting the right to vote and run for an elected office. Since women were granted the right to vote, some
suggest that women are more likely than men to register and turn out to vote during general elections. During the DNC, many democratic elected women from local, state, and federal level government representing various states discussed the rights of women along with their struggles and commitments, including but not limited to the following senators: Blanche Lambert Lincoln (Arkansas), Maria Cantwell (Washington), Mary Landrieu (Louisiana), Barbara Boxer (California), Amy Klobuchar (Minnesota), Barbara Mikulski (Maryland), Debbie Stabenow (Michigan), and Claire McCaskill (Missouri).

In the early part of the evening at the DNC, Mayor Shirley Franklin of Atlanta, Georgia, briefly spoke and later Senator Hillary Clinton, was the keynote speaker during this historic moment in time for women, delivered a riveting message regarding diverse leadership. This is a time when women and minorities in political leadership have gained a remarkable level of influence and respect. Later during that week of the DNC occurred pivotal points and moments when at that time Senator Barack Obama of Illinois, being the first African American minority candidate accepted the nomination of a major political party concluding a form of breaking through that glass ceiling. His acceptance speech as the democratic nominee for president of the United States resulting in an eruption at the convention, speaks to the barrier of the glass ceiling shattering for those seeking high leadership roles particularly for African-Americans, women, and minorities in the United States and abroad. On one major level, the election speaks to women and minorities cracking through the glass ceiling to obtain high level leadership roles (O’Toole, 2008).
According to Bouie (1986), regarding a study of black leadership alludes to how other studies have raised some questions about the ability of black leaders to manage the affairs of their followers appropriately. To that end, many regarded the DNC as an event that marked a huge juncture concerning the glass ceiling concept, although often times this concept primarily focuses on women (in particularly) breaking the “invisible” barrier in the workplace. This event provided evidence of women at various levels of leadership based on competence, qualifications, experience, leadership style and the effectiveness to lead at all levels of government.

Much regarding minorities (particularly African-Americans) in politics during this historical time in our society seemed to have been accomplished regarding high levels of leadership. However, in spite of the support and achievements in earlier times of the women suffrage movement, there continues to be an overwhelmingly greater number of men than women in political and organizational leadership roles. Since the establishment of the National Women’s Caucus in 1971, women were slowly increasing autonomy in leadership, particularly in politics. For instance; according to a 2003 study by Eagleton Institute of Politics at Rutgers University, known as Young Elected Leaders Project, half of the top elected officials began their public office by the age of 35 (Reingold, 2008).

Women that were elected into their positions have changed the face of leadership and made a tremendous difference in politics. The prominent research groups, Center for American Women and Politics at Rutgers University and the Women and Politics Institute at American University, have studied the values women bring to the legislation (Thomas, 1998). The researchers discussed how women bring diversity in the ideas of
public policy that provide a broad conceptualization of resolutions to many of the issues and problems communities face today, particularly at the local level. Women have been known to act in important political ways before their enfranchisement through various social movements through community actions (Wilson, 2004).

From a political point of view, women in politics are crucial to the importance of state legislations. There are numerous policy perspectives which many political female leaders are concerned that impact community building and cohesiveness. Policies that relate to children, family and women issues are decided at the legislative state level that females tend to spearhead and influence many community organizations affected by the implementation of those policies. In the past, women elected during the 1970s tend to serve on committees that traditionally dealt with women issues, such as education and social welfare, but rarely served on finance or budgetary committees. Women in the 21st century are reflective in that they are equally qualified, competent, confident and effective leaders as men, if not more are seemingly transcending to a broader scope of leadership. Today, women are not postponing their political careers to care for their children and families, and have a myriad of approaches to the style of leadership with a diverse background of experience (Dolan & Ford, 1998; Thomas & Welch, 1991).

Each election year, it seems that more women candidates run for office than the year before, despite the low number of women elected to seats. According to the Center for American Women and Politics [CAWP] (2008), 87 women or 16.3% serve in Congress, 16 or 16.0% women serve in the U.S. senate, and 71 or 16.3% women serve in U.S. house of representatives, 1,746 or 23.7% women serve at the state legislative level,
74 or 23.5% women serve as statewide elected executives, and 187 or 15.7% women mayors in the U.S. cities served at the local level. Clearly, an enormous number of female leaders have emerged in recent decades. Women hold sixteen percent of seats in both the House and the Senate, and nearly a quarter of state legislative seats. Meanwhile under George W. Bush administration, the U.S. Representative Nancy Pelosi (D-CA) is the first woman to have been appointed as Madame Speaker of the House (CAWP, 2007).

According to Wolbrecht (2008), in recent years, women served as governors of nine states and mayors of 7 of the 50 largest U.S. cities. Five women served in cabinet-level positions under the George W. Bush’s administration, but an additional thirty women have held cabinet-level positions in recent years (CAWP, 2007). Of these numbers, three women—Madeleine Albright, a Democrat under President Clinton’s administration, Condoleeza Rice, a Republican under the recent President Bush’s administration, and the newly appointed Hillary Clinton, a Democrat under President Barack Obama, serves as Secretary of State, which is named as one of the most prominent cabinet positions in the United States.

In recent years, during the 1984 presidential election, the first female Democratic candidate, Geraldine Ferraro, was named as Walter Mondale’s vice-presidential running mate. This 2008 presidential election year, the first Republican female candidate Governor Sarah Palin of Alaska, was named as Senator John McCain’s vice presidential running mate (Shepard, 2008). There are at least three very influential women that have bid for the office of president in the U.S. which are as follows; Senator Hillary Clinton (Democrat) in 2008, Senator Elizabeth Dole (Republican) in 2000 along with
Congresswoman Shirley Chisholm (Democrat) being the first female candidate in 1972 in the history of politics. Each of the women opted to run for the office but lost their bid as the appointed nominee during the primary. During this 2008 election year, many have concluded that Senator Clinton, in her recent bid, created 18 million cracks in the glass ceiling with a voice of high esteem and confidence for women who seek high level positions in the political sector. She gained enormous respect and support as a female leader since her bid for presidency from many men and women all over America (Dolan, 2008; Beckwith, 1986).

However, on November 4, 2008, the U.S. elected its 44th president—the first African-American President, Barack Obama, which many now hold claim that the glass ceiling has shattered for minorities across the country. Therefore, many conclude that the glass ceiling is no longer an issue or an excuse for women who seek high level positions. In spite of Senator Clinton’s loss, President Obama nominated her as the Secretary of State of his Cabinet. The 2008 election year was marked with great historical events, that included several presidential distinctions namely two female candidates, Senator Hillary Clinton) and Governor Sarah Palin, an African-American male candidate. Senator Barack Obama, an elderly Caucasian male candidate, Senator John McCain, a Latino-American male candidate, Governor Bill Richardson, and a Mormon male candidate, Governor Mitt Romney, just to name a few. The diverse selection of political leaders has brought great intrigue and excitement. In spite of the many controversial matters during the 2008 campaign, President Barack Obama exceeded the required 270 electoral votes needed to capture the win. Many grasped Obama’s energetic ideas despite the barrier of the glass
ceiling concept had proven to be based on his great leadership skills was shown how he bridged people together during his campaign with an overwhelming win of at least 349 electoral votes to 162 electoral votes defeating Senator McCain (Welch, 2008).

While President Obama successfully defeated now Secretary Clinton in the primary election, his unique and charismatic style of leadership seemed to capture and intrigued people nationally and internationally as to the concept of the glass ceiling has now proven to have shattered. No other politician has ever captured such diverse support in the history of our country. During the primary, Secretary Clinton also received huge support from constituents, politicians, business leaders, and the vast number women concluding the community leaders and women support of female leaders. She has proven that the old perception of female leader’s ability and confidence to lead is obsolete to many stereotypical views. According to many media polls, Secretary Clinton’s style of leadership seemed to suggest that she lost her candidacy against the male candidate was due to a lack charisma and creativity. Based on many previous studies, women leadership style is questionable relating to Clinton’s leadership style was based on her softer side to withstand strong opposite in the wake of controversy at any given situation. As suggested in comparison of men and women research studies, each candidate brought a uniquely different style of leadership. One of the most fascinating conclusions is that each candidate appealed to the female vote which seemed to be the most crucial (O’Toole, 2008).

On the other hand, many suggested that Senator John McCain’s choice of a female running mate, Governor Sarah Palin was designated to appeal and win the female
vote (Langley, 2008). It was viewed as a strategic move to petition feminist groups by way of crossing party lines though in the end the people did not support policies or his female choice signifying it was not in the country’s best interest during these economic times of crisis. It has been known that previous studies concluded that female leadership is often questionable. Generally, Governor Palin’s qualifications and leadership style and abilities seemed to have come under scrutiny citing that she is not capable or ready to lead the country despite her display of political savvy, charisma, and self-confidence though seem to lack political knowledge. Although Governor Palin has executive level experience as Mayor, she also currently holds the position as the Governor of Alaska. Despite the negative perception about Governor Palin’s qualifications as a Vice-President, her executive level experience alone with her ability to arouse the Republican base did not meet with great expectations to many Americans. As in previous studies women tend not to be perceived as charismatic leaders, however she is regarded as having charisma in her style of leadership by displaying traits of aggressiveness, self-confidence, and people-oriented style based on tough leadership characteristics. Finally, she is reported as an effective leader because of her proven record to challenge the political powers-that-be on issues that affected Alaskans (Wolbrecht, 2008; Dolan, 2008).

In retrospect, Secretary Clinton has never held any executive level position, consequently she was perceived as experienced, confident and capable to lead as President of the U.S. by many (particularly women) rather than Governor Palin. Therefore, Secretary Clinton and Governor Palin being females to have sought high political leadership roles may have revealed that the barrier of the glass ceiling and the
surrounding skepticism may suggest that gender were the contributing factors to their loss and not based on qualifications of effective leadership. Overall, women are needed in high level leadership positions. Women are disproportionately out numbered to men in local, state and national level political and organizational positions. The need for effective leadership is even more eminent by far. More female leaders would create a diverse perspective relating to issues that affect children, women, and families across the globe (Weisman & Meckler, 2008).

According to Langley (2008), it is during these crucial times when America’s economy has taken major economic and security hits which have resulted in a tremendous high deficit. Therefore, it is important that men and women in political, organizational, institutional, and spiritual leadership become most effective. Many people have been stressed and frustrated with despair of extreme high costs in food, gas, loss of jobs, little to no healthcare, home foreclosure, poor schools, low paying jobs, and companies relocating to foreign countries. Leadership at all levels of government, organizational, institutional, and inspirational is needed when change is effectively carried out in a broad way that impact families positively or negatively.

Currently, the United States has seen dramatic changes in the economy based, in part, on funding the Iraq war which has reportedly cost trillions of dollars since it began. The economy has suffered a great loss in the housing market due to subprime lending which has ultimately threatened two of the largest secondary mortgage companies that guarantee federal loans to lenders, namely Freddie Mac and Fannie Mae. It has also caused Lehman Brothers to file bankruptcy due to the poor housing market and another
crucial downfall of American International Group, Inc. (A.I.G.) which threatened many workers’ 401k and other investments, such as savings accounts, money markets and stocks in companies, just to name a few.

Many politicians and organizational leaders have very few options to help families during these crucial times. Several banks have merged and others have ceased from lending money to many small businesses despite the huge bailout package of over $700 billion dollars that has recently passed in Congress. The value of past political experience in leadership has little effect when dealing with the economical, social, and environmental changes on a major level. Based on these economic changes, it is important to appoint men and women to political and organizational leadership based on the issues we face in today’s economic crises (Graves, 2008).

According to Dolan (2004), women as a whole have been known to deal with various crises on a local, state and national level on a regular basis since the early years. Despite many issues the U.S. has encountered, women have been known to seek out ways that would appeal to those most affected. For instance, women began to emerge in leadership at the local level through community organizing and social services. This form of leadership bridged and network people together in ways to decrease poverty and assure cohesiveness. Secondly, many of the programs at the state level were develop by women which implemented policies and procedures to reach those in multiple areas within the state that formulated certain policies that were conducive to the needs in a given community that directly affect women and families regarding housing, poverty, and domestic crime; and lastly women at the federal level, leadership will insure program
accountability and budgetary support for those programs that are detrimental to women and female issues. Women are creative in developing new strategic ways to meet the needs of people through proper channels at all levels of government. Based in part of these economic times, women as far back in earlier times have been known to produce and expand programs to help families through difficulty by bridging people together through economic hardships. It is also important to appoint women into political and organizational leadership to help restructure the economy at the federal, state, and local level.

According to the Georgia General Assembly (2007) regarding the state level government in Georgia, there are 236 total state legislators in which women hold 47 of those seats at 19.9% statewide positions. Of those in the state legislature, there are 56 Senators of which women hold 8 seats and 180 seats in the House of Representatives of which women hold 39. But between 2001 and 2004, women have held at least 20% of the statewide seats in Georgia; however, there has been a slight drop in percentage of women since 2004. Voters often view women candidates as displaying certain character traits such as warmth, compassion, passiveness and nurturing, whereas men are perceived as strong, tough, knowledgeable, assertive and confident. These stereotypes have been demonstrated in research studies which assert people often value masculine traits as more effective leadership qualities. It is important to understand that people generally interact based on gender, race and party affiliation. Stereotypes have caused women to be evaluated differently on the basis of their interest and gender. Democrats and women are perceived to better address social issues such as crime, poverty, environment, and
gentrification; however, Republicans and men are seen as better suited to address economics and national issues of public policies. In many regards, Democratic women are seen more liberal than men, and Republican men are seen as more conservative than women.

On the local level, Mayor Shirley Franklin was elected as the first female mayor in the city of Atlanta, Georgia, and also the first black female to have been elected in a large city. During the 1970s, she worked under Mayor Maynard Jackson’s administration who was the first African-American male elected in the city of Atlanta. During the 1980s, Mayor Franklin ran the day-to-day operations under Mayor Andrew J. Young’s administration as his Chief Administrative Officer (CAO). She is known as a qualified, competent and effective leader to many of her constituents and followers. Under her leadership, many communities have bridged the gap between organizational and political solidarity that focused on relationship building and cohesiveness. Businesses began to move into disadvantaged communities that caused restructuring of the police and fire departments and local government. Mayor Franklin is known for displaying touch tactics and strong confidence which led to many of the changes in the metropolitan Atlanta area. Despite her efforts and effective style of leadership, she continues to be questioned about her leadership skills and abilities (http://www.atlanta.gov/mayor/meet.aspx).

According to Diekman, Goodfriend, & Goodwin (2004), there is some resistance to women when females display their feminine and nurturing side, but males receive an acceptable welcome response. For instance; in 1998 Mayor Rudolph W. Giuliani of New York City was known as a national hero because he handled the September 11 terror
attack on the U.S. with such empathy by displaying a compassionate, softer side of leadership. He displayed what some describe as emotional intelligence form of leadership style; therefore, many portrayed him as an effective leader, particularly women. Nurturing male leaders are considered “in-touch” with the people by appealing to their needs on a softer side, but females would be considered “too soft” and ineffective. On the other hand if women display tough male traits such as confidence and high esteem, she then is perceived as “too cocky.”

In some regard, Mayor Franklin of Atlanta is known for wearing a flowered corsage on her lapel on a regular basis. She wears this article to appeal to the general population to show that she keeps in touch with her feminine side, despite her tough tactics. This idea has not caused many to perceive her ways of leadership as soft or nurturing, while at the same time she has appealed to others as assertive, confident and aggressive. This seems to have some impact on her leadership style, but not on her feminine ways that can often times can be perceived negatively or prejudice.

In organizations, leaders that are selected into their roles often are subjected and directed under a particular board of directors or trustees that often time subject them to much scrutiny. Despite the growing number of women leaders who are in for-profit and non-profit organizations, there seemingly continues to be a disparity in the pay for women and men in the same or similar positions. Women are at the core of leadership towards a greater public service through inclusiveness, as better hierarchal communicators and being more focus-driven on broader issues which makes for a better government. According to the literature, many studies have concluded that women are
assertive, better listeners, adaptive, and effective collaborators which are all necessary in
meeting goals and objectives to produce effectiveness (U.S. Bureau of Labor Statistics,
2002).

The literature describes a paradigm shift in emerging leadership, particularly with
females. Given the increase of women in leadership roles, the gap should have drawn
closer in both political and organizational leadership and management. Leadership is
similar to management in many ways, suggesting that management is about the
fundamentals of order and stability, whereas leadership is concerned with adaptive and
constructive change (see Figure 1). The question then becomes, “How are female
leadership styles, qualifications, and effectiveness to lead preventing them from
advancing?” Studies suggest that males are transactional style leaders to suggest a task-
oriented style of leadership, whereas females are more transformational style leaders that
suggests they are people-oriented leaders. Both are fundamental attributes to the needs of
organizational change and political ambiguity, but the most effective ways of moving
groups in a cohesive and collaborative form of leadership would be to adapt to the
necessary changes and situation contingent on the needs and goals of the cause
(Northouse, 2004).

According to Brody (2005), collaboration emerges from a commitment to a
common cause that may involve mutual responsibility and accountability through joint
efforts of combining resources. Some male and female leaders in politics tend to be more
collegial rather than hierarchal. Whereas, those in organizations use their influence in
leadership positions to encourage and utilize their ability to dialogue with others to help increase their role, salary, or status.

Politicians on the campaign trail tend to criticize their rivals for not having what it takes to lead in an effective way. Those who are offering to head an organization tend to sell themselves by suggesting they are the person who can take the organization in a new direction through a more strategic form of leadership on the next level.

In some regard, people generally form a perception of leadership based on gender related traits, but defining that leadership is open to interpretation. Females should be informed about the culture in which they lead and adapt to ways that many view as an effective style of leadership. A deeper understanding of leadership is built on relationships and often based on the quality of relationships with others. There are many
definitions of leadership, as there are just as many concepts of leadership. It is the
greatest desire to understand and improve male and female leadership effectiveness and
abilities at all levels to advance without prejudice (Thompson, 2000).

In the business sector, according to Wilson (2004), women sit on 13.6% of boards in Fortune 500 companies; but, despite this number, it is likely they will occupy only 25% of the seats by a quarter of a century. There is an enormous pay gap in many non-profit organizations where females continue to earn less than their male counterparts. Approximately 135 million people were employed in the United States in 2001, of which 46.6% were women and, of these women about 58% were over age of twenty. It was concluded that, overall, women earned $0.76 for every dollar earned by men in 2001 (Bureau of Labor Statistics, 2002; Women’s Bureau, 2001).

Women earned 58% of the bachelor’s degrees in 2001, and by the year 2008 were expected to highly exceed the number of men in graduate school, as well (Garofoli, 2002). An increasing number of women own and run their own companies and, over the past 10 years, women have started a business at twice the rate of men and now own about 44% of the 20.4 million small businesses in the U.S. (Women’s Bureau, 2001). In the political sector, women represent a very small portion in the U.S. Congress and the Senate. In regards to the past five U.S. presidents, four of them have been governors, and the last five vice-presidents were members of Congress. Generally, organizational leaders have worked through the pipeline to top positions as community organizers or entry level management, whereas in politics most legislative executive leaders entered
politics at the local level or headed an organization or corporation of some sort (Bureau of Labor Statistics, 2002; Women’s Bureau, 2001).

Conceptions of Leadership

Leadership is defined as; an act of accountability that demonstrate responsibility to create change of adaptability through vision and objectivity. To date, there is no one agreed definition of leadership, nor is there one viable means of measuring leadership. Leadership is not one thing, or act, or person or thought. It has various conceptualizations and motives. In a study on women grassroots leadership, the author describes that leadership is an interpersonal process that emphasizes relationships, collaboration, and empowerment while at the same time recognizing the need for exerting power and control (Couchonnal, 2005).

Based on previous studies from psychologists, the trait theories were the earliest major theories of leadership (Lippitt, 1982; Dimock, 1987). Since the 1940s, there have been two significant points of view of leadership, one which indicates that leaders are made and not born, and the other indicates that leadership effectiveness is a combination of several aspects. Leadership in research began a basic development during the earlier times was due to the changing conception of leadership (Knowles & Knowles, 1955).

African-American women currently represent the largest group of women of color in management and are surpassing African-American men in many managerial positions (Bell & Nkomo, 2001). According to a study by Bouie (1986) regarding black leadership, African-American leadership must seek empirical knowledge and understanding of the factors which contribute to and influence the leadership strategy of
formal leaders. The researcher indicated that, despite increased interest in leadership, there is little research available on the leadership of white Americans to make necessary comparisons to the leadership of black Americans, even today. For instance, the numbers continue to show that the incidence of white men in various leadership roles is extremely higher than any other race or ethnic group.

Several authors have conceptualized different views of leadership as follows:
Leadership is defined as a process of noncoercive social influence whereby a leader guides the activities and members of a group toward shared objectives and goals in an organization (Bryman, 1992; Jago, 1982; Stogdill, 1974). Leadership over human beings is exercised when persons with certain motives and purposes mobilize, in competition or conflict with others, institutional, political, psychological, and other resources so as to arouse, engage and satisfy the motives of followers (Burns, 1978). Leadership is any attempt to influence the behavior of another individual or group (Hersey, 1984).
Managers do things right. Leaders do the right thing (Bennis and Nanus, 1985).
Leadership is the process of persuasion or example by which an individual (or leadership team) induces a group to pursue objectives held by the leader or shared by the leader and his or her followers (Gardner, 1990). Leadership is the process of moving a group in some direction through mostly non-coercive means. Effective leadership is leadership that produces movement in the long-term best interests of the group (Kotter, 1990).
Leadership is described as a process that an individual influences a group of individuals to achieve a common goal (Northouse, 2004).
In view of female leadership, there are several variables in which this study defines women needing the necessary tools for meeting the expectations of a leader. Based on these concepts, each variable is defined as follows:

The qualifications of a leader are defined as a person’s ability to lead based on their experience and capabilities to adapt with change. A leader’s style of leadership is based on recognizable competent skills that individuals are capable of meeting through behavior and skills modification. The effectiveness of leadership is defined as the ability to influence others to create change through vision that accomplishes set goals and objectives (see Figure 1).

Statement of the Problem

Previous research in the area of leadership and gender roles has focused in the workplace on self-perception or subordinates’ perceptions of leaders’ behavior. Particularly, these studies have relied on measures of behavior and leadership styles that were rated by leaders themselves or subordinates. Though it is important to compare leaders’ self-perceptions and those whom they lead, it is also as important to examine leaders’ perception of other leaders, particularly female leaders. This is necessary to gain an understanding of whether females continue to be viewed as less effective leaders despite their abilities and successes, regarding competencies and abilities today, by their male and female counterparts (Bass & Stogdill, 1990; Eagly & Johnson, 1990).

This study examined the perception of elective and selective leaders on female leader’s qualifications, leadership style and effectiveness of their leadership. Since leadership is related to the expectations of followers and the influence of the leaders
pertaining to those followers, the competent leader should have the ability to realize the expectations of the group of followers in order to be effective (Bensimon, et al., 1989). Individuals have been intrigued with the ways in which leaders have successfully managed groups of people, organizations, and government towards fulfilling its goals and objectives (Thompson, 2000).

Individuals who are represented in leadership positions, whether organizational or governmental, are responsible for making important and gut-wrenching decisions that influence many aspects of society. This study describes two forms of leaders in the public sector—one group as selective leaders and the other group as elective leaders—to gain an understanding of each perception as it relates to female leadership. In many cases, leaders often face controversy and stressors in these influential roles, but a strong belief in their capabilities can help them effectively navigate in demanding situations. Many women are capable of confronting stressors faced in leadership roles that are formed by stereotypical expectations. One particular issue is the perception that women are stereotypically feminine and are not considered strong, effective, confident and competent and do not often portray the image of an ideal leader is presumptive. Another underlying issue among leaders is female perception of other female leaders may suggest females lack mentors and coaching from previous leaders. These issues may have caused women over the years not to seek high level positions of leadership is not because of a lack of confidence, qualifications, and skills but because they are not receiving the support of each other (Carli & Eagly, 2001).
Purpose of the Study

This study examines the perception of female leadership among selective and elective public leaders in the state of Georgia. The purpose of this study is to help identify leaders’ perception of females and measure the qualifications, style of leadership and effectiveness of female leadership in the public and private sector. It examines leaders’ perceptions of female leadership from several theoretical frameworks. It is hoped that this study helps to describe leaders that are appointed to positions, whether selected or elected in their role, to understand how leaders of today view female leadership by discussing the differences and similarities.

Females are very confident in their skills and abilities, therefore this study provides a landscape of knowledge and clear understanding of leaders’ perceptions which will encourage more females to seek high level leadership positions. This study entails a mixed-methods approach to leadership in measuring each independent variable from a survey questionnaire and a random selection of respondents in a phone interview. The study solicited the participation of 52 selected organizational leaders along with all 236 state legislators located in the State Capitol of Georgia in Atlanta to complete a survey questionnaire. It also entails four leaders through a random selection including two elected city mayors in metropolitan Atlanta adjacent counties and two selected community organizational leaders.

Research Questions

RQ1: Is there a statistical significant relationship among selective and elective leaders regarding their perception of female leadership?
RQ2: Is there a statistical significant relationship within gender among selective and elective leaders regarding their perception of female leadership?

RQ3: Is there a statistical significant relationship among selective and elective leaders regarding their perception of female leader’s qualifications?

RQ4: Is there a statistical significant relationship among selective and elective leaders regarding their perception of female leadership style?

RQ5: Is there a statistical significant relationship among selective and elective leaders regarding their perception on the effectiveness of female leadership?

Hypotheses

H₀₁: There is no statistical significant relationship among selective and elective leaders regarding their perception of female leadership?

H₀₂: There is no statistical significant relationship within gender among selective and elective leaders regarding their perception of female leadership?

H₀₃: There is no statistical significant relationship among selective and elective leaders regarding their perception of female leader’s qualifications?

H₀₄: There is no statistical significant relationship among selective and elective leaders regarding their perception of female leadership style?

H₀₅: There is no statistical significant relationship among selective and elective leaders regarding their perception on the effectiveness of female leadership?
Significance of the Study

Leadership in the social work profession has become progressively more important as the profession itself has changed dramatically. Social, cultural, economic, political, and demographic factors are creating changes in human service delivery systems as the social work profession has become increasingly diverse, more market driven, more research oriented, and more complex (Austin, 1997b).

Community leaders are needed to display similar identifiable characteristics because social work leadership is based on moving individuals, groups, and communities toward improving their circumstances. This study explains how a number of selective and elective leaders' perceptions of female leaders are viewed today based on an increase of female leadership in the workplace. This study provides an awareness of today's leaders' perceptions of female qualifications, leadership style, and effectiveness as leaders in the organizational and political sector.

This study examines the long standing stereo-typologies pertaining to female leadership, despite the increase of women in leadership roles, to raise an awareness of female leaders influence and capabilities. It will help to better understand what the perception of female leadership is in order to allow more female leaders to emerge in organizational and political sectors to promote new ideas and diversity. Effective female leadership traits will afford those in the organizational and political sectors an opportunity to rethink the impact of female leadership appointment. Female leadership within the community can ignite ideas of women having the capabilities and confidence to lead at higher levels in male dominant roles (Dolan, 2008).
There continues to be a gap regarding female leadership in the multi-cultural sphere of political, institutional, organizational and international leadership roles that seem to exclude women. Leadership is represented in every culture or group in some way or another, although the U.S. continues to fall behind appointing women to positions that have a tendency to be held by men, despite the freedom of democracy. There is a need to reflect on the importance of female leadership in various ways that would seemingly imply, as Rev. Jeremiah Wright would say; “different does not mean deficient” (Wright, 2007). In spite of the many positive aspects of female leadership, there appears to be consistently less representation in many high level leadership roles. In certain aspects to leadership (particularly organizations) women leaders are not expected to perform as well as men resulting in more favorable perceptions (Stelter, 2002).

In previous decades, many organizations and political party leaders did not support and appoint females in leadership roles because of traditional, stereotypical ideas that continue, even today, to plague women in every spectrum of the workforce and career path. Women are focused, driven, and self-motivated, therefore this study illustrate a paradigm shift in the influence of organizational and political change agents today indicating many view females as competent, effective leaders more so than in previous studies (Dolan, 2008). This study provides an awareness that leadership has begun to acknowledge female capabilities in organizations and politics which may lead to appointments of more female leaders in positions to influence change successfully, unlike many previous studies. It also discusses how male and female leaders generally share
similar values and beliefs about female leadership capabilities, today more than ever before, particularly in politics. Therefore, as recently indicated in a study of women in state legislatures, concluded that no statistical significant differences between women and men legislators regarding bills affecting women in the legislature (Osborn, 2004).
CHAPTER II
REVIEW OF THE LITERATURE

Introduction

This section of the study focuses on a review of the related research literature regarding elective and selective female leadership roles and gender roles in the political and organizational context. This section discusses how female leadership has been defined and perceived based on a vast number of research study findings that have measured leadership behavior, leadership style, qualifications, and effectiveness of leadership to show the similarities and differences of male and female leadership roles. It also explains the historical and current concept of female leadership along with previous research conclusions that have compared and contrasted the gender related roles in the public and private sector. Much of the research details the ideology of leadership roles and gender roles by examining how stereotype perceptions create prejudiced conceptions towards female leaders.

Historical Legacy of Feminist Leadership

During the early years of the feminist movement, the first feminist generation of leaders showed an increase in the number of women employed in the work force and graduating from college. This indicated a percentage of higher education ranging from bachelor’s degrees to master’s degrees between 1900 and 1930, concluding that women
held 18.9% of all degrees in 1900 and 39.5% in 1930 (Handbook on Women Workers, 1969). These numbers accounted for 19.1% of bachelor’s degrees in 1900 and 39.8% in 1930, 19.1% of master’s degrees in 1900 and 40.4% in 1930 went to women (Handbook on Women Workers, 1969).

The National Women’s Trade Union League was formed in 1903 and Women in Industry Service, which was the precursor of the Women’s Bureau of the Department of Labor, was then established in 1918. During the early nineteen hundreds was marked as slow progression to enfranchise women, but women continued to adamantly press on the issues that plague and crippled them with limited acknowledgement. Consequently, the founding of the National Women’s party spearheaded a mass picketing of suffragists which ultimately led to the election of Jeanette Rankin of Wyoming in 1917 as the first female member of Congress. During this period, the Democratic Party created a women’s division within itself in 1917 and the Republican Party followed suit in 1918. Later, The League of Women Voters was established in 1919 to educate women about their political rights (Beckwith, 1986).

During the decades of 1960s and 1970s, an increased progression of women in politics emerged on many levels (Dolan, 2008). This period defined the feminist era, resulting from the publication of Betty Friedan’s, *The Feminine Mystique*, which dealt with the antifeminist theory and culture of women in the workplace. One of the early Women’s Studies Program was founded at San Diego State College that offered a feminist perspective of women in the workforce. It was also during this time that The Equal Pay Act was passed on the recommendation of President John F. Kennedy in 1961,
which then later led to the passing of the Civil Rights Act 64 and 65 under President Lyndon B. Johnson administration that included the prevention of employment discrimination on the basis of race, sex, religion, and national origin (Freeman, 1975). This era was earmarked by legislation that was beneficial to women, particularly, across national, state, and local levels as well as several feminist political organizations, such as: National Organization for Women; Women’s Equity Action League; Federally Employed Women; National Women’s Political Caucus; National Black Feminist Organization; and Coalition of Labor Union Women. The Equal Rights Amendments presented to Congress was later passed which allowed women the same opportunities as men in positions of leadership in the workforce (Beckwith, 1986).

Female Leadership

According to a study on leadership effectiveness, the author suggests effective leadership requires that a leader be recognized as such, although in many cases women are less often recognized as leaders than males (Hogue, Yoder, &.Ludwig, 2002). Many research studies have questioned and measured a woman’s ability to influence or lead effectively in various leadership roles. In recent decades, the presumption that being a leader is not congruent with being a woman has been disputed in various workplaces in society and continues even today in the 21st century in some aspect. In many aspects, women are not perceived as being qualified, competent or effective leaders were based on the social, political and organizational premise that is perceived by stereotypical ideology. Recent research suggests that firms that effectively manage and practice diversity in their workforce may experience positive outcomes. For example, previous
studies indicate that business sectors with higher percentages of women managers report relatively higher financial performance and greater effectiveness. Despite the fact that there are more women in the business and political sector than ever before, there continues to be a disproportionate number of women in high leadership positions that are paid less than men in similar roles (Shrader, Blackburn, & Illes, 1997).

According to Gibson (1995), as more women grow in the work force and achieve higher educational status, they are becoming more qualified and effective in their style of leadership that defines women leaders. More women are entering the workforce on a worldwide basis which has led to the increase in diversity of the demographic makeup in ethnic and national origin in the public profit and nonprofit sector. This concept has caused a heightening in selecting female leaders who display an awareness of capable leadership style, traits and characteristics. Various organizations have different processes by which to train and educate their employees on the issues of effective leadership.

Women’s response to negative employment experiences have not been adequately addressed in the organizational sciences and additional inquiry that focuses on their job perceptions, attitudes, and performance is needed (Valentine, 2001).

Organizational (Selective) Leadership

This study focuses on selected leaders who are appointed to public and private non-profit organizational positions of leadership from the Young Women Christian Association, (YWCA), Young Men Christian Association (YMCA), and Boys and Girls Club of Metropolitan Atlanta (BGCMA) that are located in the metropolitan Atlanta area. In the state of Georgia, the Metropolitan Atlanta YMCA serves 217,000 women, men and
children on a daily basis. This organization is committed to long-term, strategic diversity management process that addresses diversity in ways which increases their ability to meet individual and organizational goals. This process affirms an interest in creating an environment that maximizes the potential of the entire work force and effectively manages the diversity challenges of the communities (www.YMCAatlanta.org).

In 1844, George Williams founded the first YMCA in London, England, to provide young, working men of the Industrial Revolution a safe haven to participate in healthy activities. This movement continued across the Atlantic Ocean and found itself in Atlanta in 1858. One hundred and fifty years and counting, the YMCA has been one of the longest organizations in operation. The Metropolitan Atlanta YMCA is comprised of 28 locations and is considered a charitable, community service organization with local impact and global reach, to people of all ethnicities and nationalities across America and abroad (www.YMCAatlanta.org).

The sister organization, YWCA, consist of one location in metropolitan Atlanta serving adjacent counties of Fulton, DeKalb, Gwinnett, Fayette, Forsyth, Henry, Newton, Walton, Cherokee, Coweta, and Rabun. There are diverse programs that provide help to people in the community with meeting their needs on child care, education, social, physical activity, health and wellness programs for boys, girls, men, and women. This organization also provides outreach programs to at-risk youths. Founded in 1902, the YWCA of Greater Atlanta is a membership movement whose mission is to eliminate racism and empower women from all diverse backgrounds. Its primary mission is to empower Atlanta women and girls through education, advocacy and unity. Strengthened
by diversity, the YWCA draws together people who strive to create opportunities for women’s growth, leadership and power to attain a common vision: peace, justice, freedom and dignity for all people (www.YWCAatlanta.org).

The Boys and Girls Club of Metropolitan Atlanta (BGCMA) serves several adjacent counties in the metropolitan Atlanta area. Its mission is “To provide a quality developmental program that empowers metro Atlanta youth, especially those from disadvantaged circumstances, to become productive adults” (www.boysandgirlsclub.org). This nonprofit organization has focused on improving the lives of young people as well as the communities that surround and support its mission. It is the nonprofit sector that women outnumber men as executives in many cases this setting offer substantially lower salaries than public private or corporations (Liddell, 2007).

The BGCMA organization relies upon funding from private sectors, corporate organizations, individuals and the United Way charitable organization to reach all those in need of help and support. For more than 70 years, BGCMA has been in the forefront of youth development, working with young people from disadvantaged economic, social and family circumstances that may hinder their growth. BGCMA is dedicated to ensuring that the community’s young people, who are most in need of help, have greater access to quality programs and services with promise, hope and opportunities to ensure that they may become productive adults (www.boysandgirlsclub.org).

Organizational leaders in community areas such as the YMCA, YWCA and BGCMA are selected into their roles of leadership. Individuals who display certain leadership qualities are appointed to selected leadership positions in organizations. Many
of these change agent organizations often operate under the authority of a Board of Directors, trustees and the like, who are charged with hiring or firing individuals employment. Individuals who are appointed into selected positions of leadership are hired to perform the job task of overseer which places them in a role of authority, power, and decision maker as a Chief Executive Officer, Head Director, or Head Manager in an organization. These individuals run the day-to-day operations of an organization to the extent of which other supervisors, second level program managers and first level employees, fall under his or her authority. In some aspects, organizations operate in two distinct modes between a manager and a leader. For decades, females were viewed as better managers rather than leaders, but many of those perceptions have been challenged through the years. Kotter (1990) differentiated the meaning between management and leadership (see Table 1).

Table 1

Distinction of Management Versus Leadership

<table>
<thead>
<tr>
<th>MANAGEMENT</th>
<th>LEADERSHIP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Produces Order and Consistency</td>
<td>Produces Change and Movement</td>
</tr>
<tr>
<td>Planning/Budgeting</td>
<td>Establishing Direction</td>
</tr>
<tr>
<td>- Establishing agendas</td>
<td>- Create a vision</td>
</tr>
<tr>
<td>- Set time tables</td>
<td>- Clarify big picture</td>
</tr>
<tr>
<td>- Allocate resources</td>
<td>- Set strategies</td>
</tr>
</tbody>
</table>
Table 1 (continued)

<table>
<thead>
<tr>
<th>MANAGEMENT</th>
<th>LEADERSHIP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Produces Order and Consistency</td>
<td>Produces Change and Movement</td>
</tr>
<tr>
<td>Organizing/Staffing</td>
<td>Aligning People</td>
</tr>
<tr>
<td>- Provide structure</td>
<td>- Communicate goals</td>
</tr>
<tr>
<td>- Make job placements</td>
<td>- Seek commitment</td>
</tr>
<tr>
<td>- Establish rules and procedures</td>
<td>- Build teams and coalitions</td>
</tr>
<tr>
<td>Controlling/Problem Solving</td>
<td>Motivating and Inspiring</td>
</tr>
<tr>
<td>- Develop incentives</td>
<td>- Inspire and energize</td>
</tr>
<tr>
<td>- Generate creative solutions</td>
<td>- Empower subordinates</td>
</tr>
<tr>
<td>- Take corrective action</td>
<td>- Satisfy unmet needs</td>
</tr>
</tbody>
</table>

In many cases, managers are those individuals who carry out policy implementations (Hersey, 1984) within an organization or agency, and leaders adopt significant changes in practices within a community-based structure to meet the goals and expectations of the organization. Leaders that are selected to these roles tend to be held accountable to those who set certain standards and social policies in place, unlike those in elective positions of leadership. For instance, in a study on leadership effectiveness, York, (2005) explains that appointing a woman to a position of authority often has advantages and disadvantages in an organization. It posits that most organizations Board of Directors under this form of leadership tend to be more concerned with getting new ideas adopted by any means necessary as a form of strategic leadership through funding promotional events.
Selective leaders operate in administrative capacity mode, although often times it is part of the political process. Leaders in the public sector tend to work within an unusual complex environment in which authority over program activities often is challenged at various levels, jurisdiction and units of government (Stillman, 2005), as opposed to the private sector which sets its own criteria in some cases. Often, there is a stigma about organizations that are influenced by a Board of Directors’ dictation which suggests it is often interested and concerned about budgetary inquiries that are related to the financial or fiscal context. This form of influence can often hinder a female’s ability to be effective in their style of leading and moving the organization towards what is most important to the individuals and the community as a whole.

In a study on the influence of gender and organizational level perceptions of leadership behaviors, Lewis and Fagenson-Eland (1998) examined self-perceptions with their subordinates’ perceptions of their leadership style in a community organization. This study explored factors associated with leaders and their supervisor reports of leadership behavior that concluded they have similarities. In view of these factors, it describes how they used leaders’ gender and position level as the independent variables detailing the use of Fagenson’s four models based on meta-analysis by Eagly and Johnson (1990) to show the significance. This study had several proponents to show similar male and female perceptions of leadership to advance in the workplace. Other previous studies concluded that many leaders’ self-perceptions affected their performance and motivation to advance, particularly with women.
Hiring, developing and promoting women into leadership positions can be one of the most useful strategies an organization can adopt to succeed in an increasingly globalized and uncertain economy (Northouse, 2004). To the degree that women are often undermined and underutilized, therefore organizations need to find a balance in a competitive society by taking advantage of a vastly growing population and economy. Women in leadership positions will provide benefits not only to the female leader who is attempting to ascend and expand in her career, but also to the organization through a swift and effective transition to accept new authority and diversity. Many organizations continue to operate under the traditional concept known as the “glass ceiling” which is defined as the invisible barrier that prevents minorities (particularly women) from advancing into higher positions within organizations in the public and private sector. In a study by the Federal Glass Ceiling Commission (1995), it was revealed that there is a lower representation of women and minorities in positions with high status stemming from executive level, board of directors, and managers just to name a few. Despite the study of the glass ceiling report, women are emerging in leadership to higher level positions, but continue to be disproportionately less than men.

Political (Elective) Leaders

Elective leaders are individuals who are appointed to an office by electoral vote at the local, state, and national level. This study, however, focuses on state legislative leaders and local metropolitan Atlanta mayors in the state of Georgia. These individuals are responsible for formulating policies in the state legislature and city government by partaking in meetings and assigned to committee seats. In the U.S., there is a Democracy
which means selection of rulers by the people (right to vote) as well as the open competition for public offices (right to be a candidate). These two concepts define how constituents hold some control of accountability towards office holders. Women are particularly affected by four types of electoral changes: the enactment of term limits on state elected officials, changes in campaign finance laws, modifications in discriminatory electoral arrangements, and shifts in voter mobilization (www.ga.gov/election/candidate_information).

Elected leaders are selected from a general public election vote. Many elected leaders are guided by term limits, though many legislative leaders at the national and state level have unlimited terms in office. Term limits differ from state to state, although in the state of Georgia, legislative elected officials have unlimited term limits for which to run in the senate and house of representative state seats, but local elected leaders such as mayors can only occupy its seat for two consecutive terms, with each term consisting of two years. State legislators in Georgia occupy their seats for two years before the next general election period (www.ga.gov/election/candidate_information). In states such as Washington and Wyoming, members of the assembly are limited to six years out of twelve, and other less severe states such as: California, Oklahoma, Arkansas, Michigan, Missouri, and Oregon, have lifetime limits on legislative service (Schroedel & Mazumdar, 1998). Most term limit restrictions apply to state legislatures, however many apply to other statewide offices. Individuals in state level positions often times move towards national level leadership. For that reason, it allows more women an opportunity to run and become elected into office. One study found that 93% of state legislators
initially affected by term limits are men (Darcy, Welch, & Clark, 1994). In the list below provided by CAWP (2007) indicates how women have ranged over several decades from 1976-2006 (see Figure 2).

![Graphical Chart of Women in State Legislative Elections](image)

**Figure 2.** Graphical Chart of Women in State Legislative Elections

Source: CAWP (2007)

Figure 2 clearly indicates that there were more women candidates over the years that ran for office than actual winners. Republican and Democratic women receive political training and funding from very different sources. The Republican Party has often been characterized as anti-women; therefore the party spends a great deal of money and time in grooming their female candidates. Since the 1980s, the Republican Party has also been known to run special workshops on political campaigning to train women with the potential to run for political office in the future. Democratic women interested in running for political office are more likely to rely on feminist Political Action Committees (PAC), such as EMILY’s List and WISH List, for fundraising support (Thomas, 1998).
This reliance on women’s PACs means that Democratic women are vulnerable to charges of serving “special interests.” The elected leader is a person who is authorized to act on behalf of others and is responsible for their performance in government and accountability to the electorate. In retrospect, leaders represented in the political spectrum formulate policy alternatives that are contingent on political situations as representative leaders. As such, there is an old cliché, “If you don’t stand for something, you will fall for anything.” Therefore, representation in leader democracy is an autonomous dimension of the political process (Thomas, 1998).

A growing body of literature suggests there are distinct gender differences in leadership within the legislative body. Female legislators approach their jobs differently than their male colleagues and these differences have an impact on policy formation (CAWP, 2007). In a study on role of political parties in women, the authors expanded the knowledge base on research on women’s participation in politics by examining the role of female elites in political parties in selecting and supporting women as political candidates. The authors focused on three outcomes for women—percentage of female political party leaders, percentage of female candidates in a country, and the percentage of women elected—which concluded women have success as candidates across all regions of the world (Kunovich & Paxton, 2005).

Women in politics frequently face barriers because of individual power and influence over policy making that occurs mainly in legislative committees and subcommittees where there is a heavy concentration of female politicians. This has
caused more attention being paid to the relationship between institutional roles and political influence to the adaptation of policy implementation (Kathlene, 1998).

Qualifications

In previous studies, many researchers asserted that personality characteristic attributes that make individuals feel, think or behave in unique ways seemingly were based on leadership qualities. Such attributes include traits, talents, skills, backgrounds, values, culture, maturity, experience, position, power, cognitive abilities, expertise, affluence, prestige, reputation, gender, age, interests, and so on, that many organizations used to qualify individuals in leadership. Several of these attributes constitute the personality characteristics which individuals bring to capture a form of effectiveness.

It is the leader’s role to conceive and articulate the requisite vision to their followers and others. A qualified leader is one who holds evidence that they minimally meet the demands of a position to show how they competently intend on addressing the needs and expectations of the people involved both inside and outside of the organizational and political confines. Such a leader actually embodies the beliefs, philosophy, and goals that are crucial to the community for survival and success (Hall, 2007). Leaders who are considered qualified and competent should have the qualities of knowledge, experience, skills and abilities to articulate a vision and a plan. Females are often faced with stereotyping descriptions stating that women are unable to lead and do not have what it takes to be a leader because of their gender and nurturing ways (Eagly & Karau, 2002).
According to Hogue, et al. (2002), when appointing a female to a position of authority, many organizations may benefit by her acceptance from organizational authority to assign her to the position while, at the same time, expressing the organization's esteem of her qualifications. Previous findings suggest that people will not readily accept a female in higher status positions unless information regarding her qualifications and competence is brought to their attention prior to appointment. In addition, organizations can provide workers with information regarding the leader task-specific details that is congruent with an organization’s mission that is both necessary and relevant to their acceptance of a female leader. The authors suggest that having an organizational representative explicitly state the female’s qualifications at the time of appointment or producing available information regarding her task-specific abilities, qualities and skills, the company can facilitate her acceptance and, ultimately, her recognition.

Although it is different in the political spectrum, females seeking elected public office in politics are often subjected to scrutiny and questions about their qualifications, based on the belief that politics is a masculine role. This has created controversy due to gender role incongruity which implies that females are not fit to be politicians. Based on societal criteria, the qualifications of a leader are not only related to gender identity, but they are selected based on several attributes of qualifications that will contribute to meeting the needs of the community collectively and cohesively. Also, principal factors that contribute to elected officials’ qualifications often require provide proof of age, residency, and citizenry as a basis to run for an elected office. These qualification
requirements set the standards of efficiency by request and submission of application when seeking a political office or seat in government (www.ga.gov/election/candidate-information).

In fact, there is tremendous diversity among women in political and organizational leadership based on race, class, life style, religion, and culture which often describes a platform of distinct commonalities women share about gender roles when it concerns implementation and formation of public policy. However, all females do not necessarily share the same views about gender roles in that some females seek positions that are dominated by male traits and quite the opposite, some males seek positions that are dominated by female traits. Although in many aspects, females tend to share similar opinions despite their position or beliefs from a feminist perspective whenever it impacts women, children and family, and the environment.

There are institutional, social, and organizational constraints that seemingly measure what impact elected women have in politics and how they are viewed in this arena. In many regards, organizations are the creations of culture and people through connectedness. In the U.S., white middle and upper-class males historically have held the political, economic, and social power, and therefore only a numerically small portion of this country’s population had the control to define and create our institutions of qualified leaders. This, however, has resulted in the inability of many women and minorities to climb the corporate and institutional hierarchy in spite of their education, skills and abilities that qualified them to many leadership positions (Kathlene, 1998).
The qualifications of an individual to lead are often determined by their competent abilities. Since qualifications are based in part on the skills and professional attributes such as: education, training, credentials and experience, competence is a similar component of qualifications that tends to sway towards how well a female's capabilities can impact her style of leadership. Some studies concluded that younger women are much less likely than older women to worry about their qualifications. Often the qualifications of a leader relate to leadership competencies, signifying they are defined as focused driven, emotional intelligence, trusted influence, and conceptual thinking in their ways of leading. Today, there appears to be a shift away from appointing leaders into roles that seem to view the workplace in technical or systematic concepts, to appoint leaders who understand that an organization is a culture of diversity (Kathlene, 1998).

The qualifications of an effective leader has the ability to relate to people that build interpersonal relationships through their style of leadership to play a central role in how well the leader can move and influence its followers to meet the individual and community needs. A leader's style of leadership can often be dictated by the individuals he or she leads. There is a perception that, given the idea of a woman's competence and qualifications, a female would seemingly be unfavorable based on the masculine definition of effective leadership (Guidry, 2007; Abramson, Goldberg, Greenberg, & Abramsom, 1977). Even if a woman's achievements are recognized as a qualified and competent leader, it may not have the same impact for producing leadership that it would for men on any level (Eagly & Karau, 2002).
In a previous study on increasing leadership effectiveness of women and men, information regarding a man's competence and qualifications appears to be indisputable (Hogue, et al., 2002). The study points to the possibility that because of the higher diffused status of the male gender, followers have no need to look for more information before accepting his influence just because he is of the male persuasion. Conversely, because of women's lower diffused status, specific information should be available and open before her style of leadership is accepted which often leads to questions about her qualifications. If this information is evaded and not presented prior to her appointment, then it is likely that people will seek other indicators for which to surmise her abilities. This can lead to possible explanation of the injection of ideology of prejudice assertions found in the theory of motivated reasoning.

Leadership Style

Stereotypes about women and men are based on observations of their behaviors in gender-typical social roles (e.g., breadwinner, homemaker) and contain consensual beliefs about the attributes of women and men (Eagly, 1987). There is a double standard claiming that women are exceptional leaders, however they must perform better than men to be considered qualified, competent and effective leaders. For a woman to be perceived as competent to lead in her style of leadership on any level, one must be perceived as highly skilled and confident. Women are frequently at a disadvantage based on these double standards. Some authors ascribe that role congruity of prejudice suggests a double standard in that it requires clear precise evidence of women's high level of competence (Foddy & Smithson, 1999).
On the contrary, if female leaders are expected to be accepted and viewed as qualified and competent to effectively lead, they must produce positive results and should also exemplify assertiveness and confidence in themselves and their abilities (see Table 1). Often women are not given the opportunity to prove themselves in leadership roles due to many stereotypes and barriers. Self-promoting behavior makes one’s competence visible and is an important part of agentic behavior (Eagly & Karau, 2002). Many view self-promotion as generally enhancing a person’s perception of competence and confidence, while others note that it enhances a person’s attraction as a potential confident and competent candidate. This concept alone often places females at a disadvantage because they tend to be communal leaders in their style of leadership based on the conceptualization of role congruity theory (Jones & Pittman, 1982).

In a study that compares women and men city managers in local government, the authors credit Stewart (1990) with the assertion that women are highly represented in agencies with programs requiring a certain level of educational backgrounds that are associated with family and women issues (Fox & Schuhmann, 1999). Several researchers have relied on Carol Gilligan’s (1982) controversial book, In a Different Voice, as a basis to distinguish between management, leadership and political behaviors of women and men. Gilligan asserts that men and women interpret certain realities differently stating females embrace the ideals of responsibility and interconnectedness, while males embrace adherence to rules and individualism. Based on these conceptualizations of gender differences, many studies of elected and selected leaders have concluded that there are differences. For example, in studies of elected leadership, it has been found that
women state legislators placed high priorities on policies that concern women, family and children, while male legislators focused on business and economic legislation (Fox & Schumann, 1999).

There are important commonalities in the leadership style of governing among men and women. Each is expected to behave in an assertive manner, although the degree of assertiveness is different when policy implementation and formation with regard to legislative issues are a factor. That being said, often men may display assertiveness in an aggressive mode and women are more prone to display it in a passive-aggressive mode. In previous decades, female leaders have modeled their leadership styles after successful male managers. In previous years, successful women often describe their leadership styles as transformational—getting workers to engage and become motivated about their individual self-interests into group cohesiveness directed towards a broader organizational goal (Rosner, 1990).

This style of leadership attributes power to personal characteristics such as charisma, personal contacts, and interpersonal skills rather than to the organizational structure. Others suggest that female managers are more situational based, which means they adapt their strategies to the contingencies of the situation at hand. Men, on the other hand, are more likely to characterize their leadership style as transactional; they see their jobs as involving a series of transactions between themselves and their subordinates. This style of leadership involves exchanging rewards for services or dispensing punishment for inadequate performance. Transformational leaders articulate a vision, use lateral or nontraditional thinking, encourage individual development, give regular
feedback, use participative decision-making, and promote a cooperative and trusting work environment (Crampton & Mishra, 1999).

As organizational structures are flattening and requiring a more participative mode of management, some suggest that many women have a natural style of leading. This concept has led to an ideology that this style of leadership enables females to successfully lead and manage within these new confines of political and organizational environments. Unfortunately, many women who reach upper level management positions are found mainly in the areas of human relations and public relations, where they are viewed as a softer participatory style of management and are considered as being better utilized. For instance, in the past decades women made up 86% of all managers in areas of communications as compared to 8% of all managers in production and 9% in plant facilities management. Unfortunately, even today, the assertion that women ideally suited for management positions through participative organizations could bring a new set of stereotypes that emerging women are likely to face as leaders with no ability to assertively lead (Markson, 1994).

Previous research has shown that competence is not the only sufficient ability for a woman to be an effective leader. While ability is not sufficient alone, recent research demonstrates that an understanding of a woman’s qualifications can promote her leadership style to undertake the unpredictable challenges. Yet, even when she displays exemplary leadership behavior, there seems to be little consideration to accept her as a legitimate effective leader. On the other hand, if females skills are not unequivocally clearly conveyed, many people are willing to openly search the social context as to her
abilities in order to accept females in leadership positions in organizational and political sectors (Carli, LaFleur, & Loeber, 1995; Yoder, Schleicher, & McDonald, 1998).

Various styles of leadership are the best forms of productivity in leadership contingent on the environment to a diversified social structure which often produces interconnectedness. It is not unusual that most communities decide on its leader based on their qualifications. However, at times, many are elected and selected into their leadership role based on their relationship with others through their style of leadership and how well they communicate their vision. The structural perspective takes the view that the organizational role the individual occupies is more important than the gender of the individual (Kanter, 1977).

Effectiveness

There is a deep understanding in the dichotomy of leadership which is built on the ideology that positive relationships may influence the quality of leadership. Effective leadership is one of the most crucial explanations to adhere to many social problems and issues today. In every sector of the work place, leadership is important to many followers and society, although leaders cannot lead without followers. Influence is one of the key elements of effective leadership in organizational and governmental settings. A leader's influence is the essence of leadership that brings about change in the life of people. In an article for enhancing effective leadership, the authors suggest that relational leadership is one form of effective leadership, because it focuses on person-to-person relationships (Bowen, 1978).
Early studies of leadership focused primarily on leadership traits and generally assumed that only the leader's personal attributes were instrumental to effectiveness. New leadership approach is proposed based on Bandura's (1986) social cognitive theory that posits leadership self-efficacy as the key cognitive variable regulating leaders' functioning in a dynamic environment. One of the earlier studies on increasing leadership effectiveness, the researcher declared that a leader should be recognized as a leader to effectively lead, although many females tend to be at a disadvantage in this concept of a leader. In the study, it had two objectives: First, based on contextual factors that were related to position appointment, it examined the method in which social status impacts leader effectiveness; and secondly, by surveying the followers, they explored how their prior beliefs affect their willingness to follow directives (Hogue, et al., 2002).

The research study tested the ability of women to influence (lead) effectively in several situations because effective leadership requires social influence (Hollander & Offermann, 1990). Many leadership studies have been concerned with the relationship between the personality characteristics of the leader and the effectiveness of leadership. Status characteristics theory can be used to explain leadership effectiveness by both women and men. Regardless of gender, a higher status individual is better able to influence others. In that concept, the previous study tested the effectiveness of both a woman and a man that had equally competent abilities.

In the previous study, one of the hypothesis indicated that legitimately appointed leaders would be more effective than those appointed by other means. A second hypothesis asserted that legitimated-esteem leaders would be more effective than either
legitimate or non-legitimate leaders. The conclusion of the study reaffirms gender stereotypes of leadership perceptions as masculine related and implies the need for organizational legitimacy to counter many of the stereotypes. Based on previous studies regarding the level of leader status, the study provides evidence that higher level individuals are more influential but that status interventions can be implemented to increase an individual's overall status (Yoder, et al., 1998).

There is a need for competent, qualified and effective leadership in our society today. Many are driven to inspire a vision of empowerment that will transcend throughout the community and the world. Leaders who are in leadership tend to refer to themselves as having integrity and being in touch with the people and the needs of the community. However, in recent years, leaders have begun to exploit themselves to many deceptive practices by undermining their roles with self-absorption and corruption. Effective leadership is one of the most practical solutions for many social problems in our society, although females are viewed as less effective, based primarily on their gender. Women have a much more significant presence of leadership in the U.S. stemming from the social, political, economical, institutional, organizational and international boundaries (Sczesny, et al, 2004). Today, there are more female senators, governors, mayors, officers, council members, female business owners, lawyers, chief executive officers, and directors, along with deans, university presidents and vice-presidents and school board members in academia than ever before.

During the early years in previous decades, women in politics have been known to be voted into office only to succeed their deceased spouses; however, now women have
made a name for themselves despite discriminatory practices and stereotypical barriers to positions, particularly in the public sector. Enhancing productivity, competitive advantage, and effective performance are three critical reasons why women are effective leaders. Currently, women are far less equally represented in state legislatures; however the face of politics is changing at a vast rate. Many people have concluded that women are emerging more in politics and are considered very influential and powerful women. The perception that women are less effective leaders than men continually raised many questions about defining leadership (Diekman, et al, 2004).

According to a study by Eagly and Karau (2002), the authors discussed the prejudice of women leadership and the expectations they have to be considered great leaders. Based on the study regarding the prejudice against women and the perceptions of gender role congruity in leadership, the authors examined the influence of people’s expectations and beliefs of women and men in leadership roles based on their evaluations and the congruity of gender roles. The findings concluded, along with previous research, that women are generally considered less effective leaders than men in environments that are perceived as masculine or gender-neutral. Perhaps the greatest demand of research for better organizational and political leadership effectiveness has focus on behavior and characteristic of leadership particularly in women though now it has shift its interest to explore more cultural differences on gender related style of leadership and self-efficacy.

Barriers to Female Leadership

One of the many goals is to ensure that equality under the law is represented in all areas of societal, political, organizational, social, and institutional culture. Such a legal
facet is built on the understanding that ethics and rights are based upon the individual and that a person is responsible for the actions and subsequent effects which he personally initiates. Unfortunately, some feminist prefer to focus solely on the issue of wages and promotions as measures of how much society values women. One area in which gender stereotypes manifest themselves is the attribution of leadership abilities (Heilman, 2001).

The "glass ceiling" is the subtle barrier of negative attitudes and prejudices that prevents women and minorities from moving beyond a certain positional level in hierarchal workplace (Bateman & Zeithaml, 1993). This metaphor concept has led to a wide examinations of studies that describe barriers to women career advancement are the consequences of discrimination in the workplace is only one aspect to the glass ceiling conceptualization. The glass ceiling concept defines the notice of an invisible barrier in which women and minorities are prevented from advancing into senior and executive management positions within organizations (Hede, 1994; Morrison, et al., 1987).

The Department of Labor initiative was paralleled by legislation that established the Glass Ceiling Commission known as the Glass Ceiling Act of 1991, P.L. 105 (Federal Glass Ceiling Commission, 1995). This metaphor of the glass ceiling has been used to describe an invisible barrier that prevents women and minorities from moving up in the workforce beyond certain points of leadership (Morrison, et al., 1992). These efforts sought to encourage, rather than compel, employers to make organizational changes to diminish the impact of barriers to upward mobility for women and minorities to assess the "artificial barriers based on attitudinal or organizational bias. It revealed how the prevention of qualified individuals was kept from advancing upward in their organization
into management level positions" (Morrison, et al., 1987). In addition to the Department of Labor's reports of its own research (Department of Labor, 1991), glass ceiling conditions have also been identified in business surveys (Catalyst, 2002); interview studies (Morrison, et al., 1987); research reviews (Blanchard & Crosby, 1989; Broderick & Milkovich, 1991; longitudinal analyses (Stroh, Brett & Reilly, 1992); case study collections (Jackson, 1992); and journalists' reports (Faludi, 1991; Robertson, 1992).

In a study by the Federal Glass Ceiling Commission (1995), lower representation of women and minorities in occupations with high status, executive level positions and board of directorships was reported. The study also showed women experienced barriers at all levels; not only at the top, but at other levels proven to retard a woman's career advancement and detract from her performance in the profession (Murrell, & James, 2001). The Labor Department study indicated that the notion of “glass ceiling” seemingly keeps women and minorities from moving up in management and into leadership positions is apparent. The study examined several obstacles that prevented women, particularly, from moving up the hierarchy into leadership positions in the workplace (Rosner, 1990).

The first barrier is the presence of constraints which details jobs and positions that may fit the feminine ideological concept to meet the gender role. Females were assigned and hired to positions such as clerical, health care, education, domestic service, and food services, to name a few. Even in these traditionally feminine professions, women do not occupy key positions in relation to their numbers. For example, in schools women teach and men organize, plan, direct, and control. Unlike social agencies, women are typically
middle managers supervising direct service workers, while men plan programs and prepare budgets. Even when women have earned the highest degree in their profession, which indicates that they are especially qualified to lead, they tend to occupy the lower positions. A second barrier for women who aspire to achieve a managerial position is the presence of constraints imposed upon them by society, the family, and women themselves (Crampton & Mishra, 1999).

Some researchers refer to some of these constraints as myths, preconceived ideas, or unsupported notions. It is reported, however, that females are often thought of as being dependent, passive, fragile, nonaggressive, noncompetitive, inner-oriented, empathetic, sensitive, subjective, intuitive, and supportive. A final barrier for fewer women in upper management that cannot be overlooked is workplace discrimination and inequities in rewards and advancement opportunities, to include the existence of "good old boys networks" that ignore and discourage women from seeking top management positions. Discrimination can occur in the form of organizational structures, policies, informal networks, and cultures that are so male-dominated that they become barriers for women to advance in positions within an organization (Murgai, 1991; Brenner, 1982; Baird & Bradley, 1979).

Accepting women and minorities into senior management positions is not compatible with the social identity of what is primarily a white, male base. This selective behavior allowed many organizations to keep cloning their own and reinforcing the preponderance of white males particularly in the highest levels of the organization's management. One obvious reason is to further understand and design intervention and
prevention strategies to discover any gender bias that may impact perception and rewarding of women's performance in the workplace (Johnson, 2003). What is seemingly clear for those on the lower level is that this behavior was transparent. For that reason alone, many organizational cultures outlook have continued taking the “good old boys” concept of “If it’s not broken, don’t fix it.” This concept sparked the law of Equal Employment Opportunity Act relating to the term “affirmative action” that allowed many minorities to be considered for positions within organizations and institutions that receive federal funding. The term affirmative action describes many policies aimed at a socio-politically non-dominant group (typically, minority men or women of all racial groups) intended to promote its access to education or employment (Luthar, 1996).

Motivation for affirmative action is a desire to address negative effects of actual or perceived, past or current discrimination that is regarded as unfair by legislative bodies. Proponents of affirmative action generally advocate it either as a means to address past discrimination or to enhance representation of racial, ethnic, gender, or another diverse group. The establishment of racial quotas based on affirmative action brought charges of so-called “reverse discrimination” in the late 1970s. On the contrary, many opponents of affirmative action call it reverse discrimination because it requires the very discrimination it is seeking to discontinue. According to these opponents, this contradiction makes affirmative action counter-productive because it promotes prejudice by increasing resentment toward those who are the beneficiaries of affirmative action from those who have been adversely affected by this policy. This, however, is not the
only solution to women’s inability to move up the hierarchical ranks in organizations and
government (Eagly & Carli, 2003).

Typically unique to the female gender, that hinders a woman’s upward mobility in
the workforce is the combining of a family and a career and the behavioral expectations
placed on women. This often is related to the stigma that women should be home caring
for the family, which is a major negative attitude and stereotype created by society
toward the career woman. Despite their level of professional accomplishment, many of
the respondents communicated a sense that their voices were not being heard, and that
opportunities for them and others within the organizations were limited, not because of
their lack of competence, but simply because the organization unconsciously discounted
them as viable players within the management structure (Eagly & Carli, 2003).

Some of the stereotypes reported that prevented women from advancement were
that they lack career commitment, are not tough enough, do not want to work long or
unusual hours, are too emotional, will not relocate, lack quantitative and analytical skills
and have trouble making decisions. Women have engaged in a variety of activities to try
and handle the dual responsibilities of home and career. From many organizations’
perspective, female managers with children were considered less committed than those
who were childless; therefore, they felt that these attitudes harmed their careers. Mentors
can help teach organizational responsibilities by acting as an advisor or coaching to
develop the skills of the protégé. For women to advance, it is important for women at
higher levels of management and leadership roles to engage in role-modeling behaviors
(Wellington, et al., 2003).
Feminist Theory

Feminist theory aims to understand the nature of the inequalities of women by focusing on gender politics, power relations and sexuality. To the extent of the inequalities of analyzing gender, much of feminist theory also focuses on issues relative to the promotion of women's rights, and interests. Feminist theory captures three waves of movement namely; cultural, ideological and ethical concepts. There is no one unified or defining feminist theoretical perspective to analyze the conceptualization in the oppression of women. This study provides the ideology concept based on this theory to ascertain a point of view of theorizing that is best understood by revealing what women experience relative to gender stereotypes, their differences and interconnectedness, and the inequalities of cultural barriers and prejudices. From early feminist philosophers, many theoretically focused on expelling social, political inequalities, economical, and cultural oppression of women.

Feminism during the early years was significant to the reform of legislative, social, economic, and cultural barriers faced by women and is based on early feminist philosophers such as Mary Wollstonecraft, who called for equality of women in her 1792 work, *A Vindication of the Rights of Woman*, John Stuart Mill (1869), *The Subjection of Women*, Margaret Sanger (1920), *Women and the New Race*, Simone de Beauvoir (1952), *The Second Sex*, Betty Friedan (1974), *The Feminine Mystique*, and bell hooks (1981), *Ain't I a Woman? Black Women and Feminism*, are among the many who have ventured to understand the causes and forms of women's oppression, and to reconceptualize sexual
differences. Many other philosophers were most concerned with the systematic and political reform to the extent that the oppression of women was opposed, and the need for a social reform to remove oppression was identified. Females in leadership and the workplace continue to be stereotypically characterized by many in society. Today, there seems to be a movement in an attempt to remove the oppressive characterizations of women which now have proven to be a pinnacle shift in the number of female leaders in social, organizational and political workplaces (Gardner, 2006).

This study focuses on the perception of female leaders among elective and selective leaders. Therefore, the feminist theory provides a landscape of the cultural, ideological and ethical concepts that continues to prevent women, even today, from emerging in leadership roles. Despite the historical backlash, there are some prominent women whose actions changed the lives of those around them and women of the future. This concept has exposed the effect of privileges that men have had to occupy positions of institutional power (e.g. in organization, government, education, corporation) at a higher rate than women. Though race, age, class, education, physical ability, sexual preference and nationality often mitigate the effects of gender alone there appears to be an imbalance of power structure within these cultures.

According to Gardner (2006), feminism takes many forms and cannot be characterized in one simple context because it encompasses the struggles of women to secure their economic, social, and political stance in every area of the universe. This study used the Feminist Theory to help describe many leaders’ perception of female leadership that encompasses work done in various disciplines. While providing a critique
of social relations, much of this feminist theory primarily will focus on analyzing gender inequality and the promotion of women's interests and issues within this study framework to ensure future advancement opportunities.

*Role Congruity Theory*

According to Eagly, Wood, & Dickman (2000), there is a prediction based on role congruity theory that women have a more difficult time to achieving leadership due to common prejudice perception that women have less leadership abilities. They also suggest that women not exhibit this ability but instead engage in communal, supportive behavior. This conceptual framework is based on the notice of prejudice perception of female leadership. This study, however, examined selective and elective leaders’ perception of female leaders in the political and organizational domain that are in what many consider masculine roles of leadership.

The role congruity theory emphasizes the concept that females in leadership continue to be stereotypically judged based on prejudiced attributes of soft, nurturing, and mothering characteristics which are considered communal traits. This study used this theory-based approach to help identify political and organizational leaders’ perception of female leadership to determine the congruous attitudes relating of females’ competent ability to lead effectively in what many consider “masculine” roles of leadership. Role congruity theory is similar to social role theory in that it deals with the conception of gender roles and behavior styles of leadership (Shackelford, et al., 1996).

Role congruity theory helps this study to ascertain and identify the distinction of prejudiced perception of female leadership among elective and selective male and female
leaders based on their shared sense of moral obligation and abilities which may present similar perceptions of females in today’s workplace. This may indicate that individual behavior that is congruous with gender roles will likely be viewed as positive results. However, from the perspective of role incongruity this can possibly lead to a negative outcome when displayed. Women are often charged with certain expectations that may conventionally be known as masculine based and may very well be described to many as unsuitable gender behavior. This theory helps focuses on leaders’ perception of female leadership that traditionally view females as lacking the qualifications, style of leadership, and effectiveness (Eagly, et al, 2000; Burns, 1978).

One theoretical approach suggests cultural influences on leader and gender roles is synonymous with role congruity theory in that changes in descriptive contents of both gender and occupational roles require a general change in the distribution of men and women into social roles (Sczesny, et al. 2004; Eagly, et al., 2002). According to Burns (1978), much of the literature suggests that the way leaders influence followers is based on their shared sense of what is important. In a study on leadership efficacy and stereotypes in women leadership, negative perceptions not only affect the evaluation and perception of women in a leadership role, but could affect women’s perceptions of themselves as leaders (Hoyt, 2005).

According to Bandura (1997), previous studies examined women’s role of leadership efficacy in protecting women’s identification with leadership when confronted with what is considered negative stereotypes. Bandura’s (1997) definition of self-efficacy refers to the beliefs in one’s capabilities to organize and execute the courses of
action required to produce any given attainment. However, Murphy (1992) indicates that leadership self-efficacy refers to one’s perception regarding his or her general capabilities to lead. Given these ideology of self-efficacy, previous studies has suggested that female leaders are often viewed negatively because many have a lower perception of their abilities in male dominated workplace and roles.

According to Eagly and Karau (2002), role congruity theory maintains that agentic qualities are distinctly a male trait in the leadership roles which are likely incompatible with the predominantly communal qualities that tend to be associated with female leaders. The authors describe how agentic characteristic as one that is defined by attributes which are associated more strongly with men, namely as assertive, controlling, and confident and an inclination to suggest tendencies such as aggressive, ambitious, dominant, independent, self-sufficient, self-confident, and ideal leader. They also note that communal characteristics are those attributes that primarily associated with women as concerned with the welfare of other people and who display qualities of affectionate, kindness, sympathetic, interpersonally sensitive, and gentleness.

Based on the role congruity theory, Eagly and Karau (2002) describe two forms of prejudices. The first one being descriptive, which is an indication of gender stereotype that leads people to perceive women as less qualified for leadership roles. The second one is called an injunctive notice of stereotype suggesting when women leaders demonstrate favorable leadership characteristics they are perceived less favorably because their behavior are inconsistent with the expectations of what female behavior should display. This concept has led to the belief that role congruity theory indicates the
perceived incongruity between female gender role and the leadership role leads to these suggestions of prejudice against women leaders in many circumstances. This theory also helps this study to explain the perception of female leaders on whether they continue to be perceived less effective, competent, and qualified leaders based on behavior and stereotype characteristics.

Previous studies argue these forms of prejudices account for research findings that indicate less favorable attitudes towards female leaders than male leaders. They also seemingly suggest a greater difficulty for women to attain top leadership roles, and greater difficulty for women to be viewed as leaders and not just good managers. In a previous study on prejudice against women in male environments, the researchers focused on whether the sex of a candidate, the type of organization where he or she works, and participants’ age influenced the perception of incongruence between the leadership role and the gender role was a factor for a leadership position. The findings revealed that there continues to be a stereotype descriptive of leader role and gender role regarding men and women in leadership (Garcia-Retamero & Lopez-Zafra, 2006).

Other early research studies on gender differences addressed similar questions of comparing women and men in various roles on behavioral and attitudinal elements. Thus, men are expected to fulfill the masculine gender role that reflects agentic qualities and women are expected to fulfill the feminine gender role that reflects communal qualities. Women and men behave in gender-typed ways because the social roles that they perform are associated with different expectations and require different skills. Women and men confirm gender stereotypes in large part because the different roles that
they perform place different social demands upon them. Descriptive and injunctive social norms help to maintain adherence to traditional gender roles, although descriptive norms provide people with information about how similar people behave in specific situations (Wood & Eagly, 2002).

People look at gender-specific behaviors to determine the appropriate way to behave in any circumstance. Quite the opposite, injunctive social norms are the expectations about how people should behave, therefore, it provides guidelines as to behaviors that are likely to elicit conduct that is appropriate, and will not meet with disapproval. Men and women who violate these social norms concerning gender role behavior are likely to experience social disapproval. Today, more women and men are violating traditional gender role norms as they take on social roles that are traditionally held by the opposite sex. For example, females are becoming very prominent in roles like CEO, politicians, and athletes, whereas males are homemakers, social workers, and nurses (Cialdini & Trost, 1998).

Thus, women and men in political and organizational leadership roles are more likely to be perceived as agentic (i.e., masculine gender role orientation), whereas women and men in nurturing roles, such as homemakers, teachers, nurses are more likely to be perceived as communal (i.e., feminine gender role orientation). Role congruity describes how this conception has led to stereotype behavior and beliefs. In addition, earlier research indicates that employed women and men are generally perceived as being equally agentic, whereas unemployed women and men are generally perceived as being equally communal. Based on this theory’s framework, it offers an explanation of how
gender role and leader role often face prejudice stereotype to the extinct that female’s face in leadership positions (Riggs, 1997).

**Contingency Theory**

According to Fiedler (1967), a leader’s ability to lead is contingent upon various situations including but not limited to leader’s preferred style, capabilities and behavioral factors. This theory regarding leadership requires leaders to adapt their style of leadership based on the demands of the environment and situation. The contingency model is a leadership theory of industrial and organizational psychology. Based upon Fiedler's contingency model, it primarily focuses on individual leadership. Previous scholars made the assumptions that there was one best style of leadership, however Fiedler’s contingency model postulates that the leader’s effectiveness is based and part on the result of two factors namely leadership style and situational favorableness. In many scenarios effective leadership behavior is determined by situational factors, however contingency theory focuses on more external influences to the organization rather than internal.

Contingency theory is in a class of behavioral theories that contend there is no one best way for managers to lead and situations will ultimately determine what style of leadership will be most effective. This theory purports that the most effective way of improving leadership is not to change a person’s style of leadership, but to place them into positions suitable to their leadership orientation or have them alter their situations to fit their individual strength (Bensimon, et al., 1989). This ideology indicates that a leadership style which is effective in some situations may not necessarily be effective in
another. This approach includes elements of situational concept that posits that a leader’s behavior is contingent upon the situation with which they are confronted (Northouse, 2004).

A result of contingency is that leaders who are very effective at one place and time may become unsuccessful either when transplanted to another situation or when the factors around them change. Contingency theory is similar to situational theory in that there is no one simple perspective. The main difference is that situational theory tends to focus more on the behaviors that the leader should adopt, given particular situational factors unlikely contingency theory takes a broader perspective that includes contingent factors about leader capabilities within a given situation. In a study of relationship between leadership and competence, it is suggested that communication competence is a prerequisite for effective leadership. However, this study used contingency theory approach as it relates to women being placed in what many considers masculine gender roles of leadership and their ability to lead is quite contrary to bias perception of effective leadership. This theory posits that a leader’s capability to lead has nothing to do with gender, race, age, economic status background, or behavior modification exclusively (Flauto, 1999).

**Situational Theory**

Situational leadership theories in organizational studies are a type of leadership style and leadership model that presume that different styles of leadership are better in different situations, and that many leaders must be flexible enough to adapt their style to the situation at hand. A good situational leader is one who can quickly change leadership
styles as the situation changes. This theory offers another view of leadership based upon a leader's style to adapt to different environments. However, this theory is limited to this study because it focuses on leader's perception of female leadership and not subordinates or leaders' perception of their style within an organization. In most scenarios, women are adaptive to change within the systematic contents. By and large, many leaders attempt to adjust to changes of leadership strategies with its followers. This leadership model doesn't apply only to people in leadership or management positions; it also deals with all people who lead others at work, play, and home by displaying an ability to adapt to changes in the environment and culture. This leadership model was developed by the infamous management experts, Paul Hersey, a professor who wrote "Situational Leader" and Ken Blanchard for his series of "One Minute Manager."

According to Hersey and Blanchard (1969), they created a model of situational leadership in the late 1960s in their work, "Management of Organizational Behavior" that allows one to analyze the needs of the situation, and then adopt the most appropriate leadership style. It has been proven popular with managers over the years because it is simple to understand, and it works in most environments for most people. The principle approach to this theory can be applied at many different levels in an organization. According to Northouse (2004), this principle can apply to how a Chief Executive Officer (CEO) of a large organization works with its board of directors. This model rests on two fundamental concepts; leadership style, and development level. The authors characterized leadership style in terms of the amount of direction and support that the
leader provides to their followers. They categorized all leadership styles into four behavior types, which they named S1 to S4 (see Table 2).

Table 2

*Situational Leadership II Model*

<table>
<thead>
<tr>
<th>High Supportive</th>
<th>High Directive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low Directive</td>
<td>High Supportive</td>
</tr>
<tr>
<td><em>(supportive)</em></td>
<td><em>(coaching)</em></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Low Supportive</th>
<th>High Directive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low Directive</td>
<td>Low Supportive</td>
</tr>
<tr>
<td><em>(delegating)</em></td>
<td><em>(directing)</em></td>
</tr>
</tbody>
</table>

S1: *High Directive and Low Supportive* leader behavior defines the roles and tasks of the “follower.” Decisions are made by the leader to the extent that communication is largely one-way.

S2: *High Directive and High Supportive* define leaders’ roles and tasks, but seek ideas from the follower. Decisions remain the leader's responsibility but communication is open and two-way.

S3: *High Supportive and Low Directive* are leader’s that pass exclusive day-to-day decisions but uses supportive behaviors that bring out the best skills in task allocation to the follower. The leader facilitates and takes part in decisions, but control is primarily with the follower.
S4: *Low Supportive and Low Directive* leaders are still involved in decisions and problem-solving, and offers less task input but control is with the follower. The follower decides when and how the leader will be involved.

Developmental Levels are categorized into four levels known as D1 to D4.

D1: *Low Competence, High Commitment*—The leader generally lack the specific skills required for the job but they are eager to learn.

D2: *Some Competence, Low Commitment*—The leader may have some relevant skills, but are unable to fulfill the task without support or help.

D3: *High Competence, Variable Commitment*—The leader is experienced and capable, but may lack the confidence in their ability.

D4: *High Competence, High Commitment*—The leader is experienced and confident with their ability to complete the task well.

**Transformational Leadership**

Transformational Leadership is a style of leadership that exhibits charisma and uses symbolic influence that encourages followers to question their own way of doing things, by treating followers differently but equally. There are other related forms of leadership styles that interrelated with Transformation Leadership, but are different in some aspects. One such style is Transactional Leadership which is a form of leadership that involves a set of leadership behaviors that emphasizes exchanges or bargains between leaders and followers, which focuses on how current needs of followers can be fulfilled. Another style is Laissez-faire Leadership (from the French, meaning to leave alone or to allow to do) which favors individual self-interest and competition. In view of
Burns' (1978) concept, transformational leadership is more effective to reach and influence others than transactional leadership and Laissez-faire, where the appeal is to more task and selfish concerns. He also views transformational leadership as an ongoing process rather than the discrete exchanges of the transactional approach. An appeal to social values thus encourages people to collaborate, rather than work as individuals (Bass & Steidlmeier, 1998; Bass & Avolio, 1993; Bass, 1985).

Based on Burns' (1978) concept, charismatic leadership is a subtype of transformational leadership, but differs from the situational focus that elicits inspirational emotional response of followers in an extraordinary way through empowerment. The basis of charismatic leadership focuses on the ability of the leader to exhibit emotional intelligence based on exceptional skills and abilities to build relationships. However, Weber's (1947) concept of charismatic leadership validated the legitimacy that personalized the character of a leader. Charisma is a crucial component of transformational leadership.

In transformational leadership, it primarily focuses on the enabling and supportive aspects of leadership rather than the “carrot and stick” approach of transactional (Bass, 1990). In many regards to organizational leadership, charismatic leadership provides employees a clear vision of future by communicating with high expectations for employee performance, and motivating employees’ ability to achieve each task efficiently and effectively. Transformational change begins with a vision. It is this form of leadership (charismatic) that has a significant role in creating a workplace environment that encourages positive emotions through culture sensitivity through transformational
means (Broadnax, 2006). Burns (1978) describes transformational leadership as a process in which leaders and followers raise one another to a higher level of morality and motivation by appealing to ideas and moral values. Transformational leaders are similarly related to Maslow’s (1971) hierarchy needs that suggest leaders activate higher order of needs to followers. This theory offers an explanation on how it introduces the frame of women in leadership which are viewed to the extent that female leadership is a valuable asset to the organizational and political sphere which is relevant to a leader’s style.

Social Role Theory

According to Eagly, et al. (2000), social role theory details the behavioral sex differences spring from the differential social roles inhabited by women and men, especially those concerning the division of labor. In previous decades, because of economic, ecological, social, and technological pressures, women and men were likely assigned to labor tasks that were consistent with their physical attributes. As predicted by social role theory, some perceived gender role orientations (masculine or feminine) have become linked to the social roles they occupy rather than to their sex. On the contrary, role congruity theory, addresses the prejudice of women in the workplace, unlike social role theory explains the gender role in the workplace. In many regards, women are described as less effective leaders and lack leadership attributes by assuming women have difficulty achieving leadership roles because they lack qualities of leadership. Social role theory suggests that people are supposed to behave in manners that are consistent with their societal gender roles, such that married women are perceived as
more communal than unmarried women, and mothers are perceived as more communal than women without children (Etaugh & Poertner, 1992). Social role theory is based on the notice that a role defines how individuals are expected to behave, how individuals occupying those roles, perceive what and how they are supposed to act, and the actual behavior of the individuals. Support for social role theory comes from research that shows that perceptions of the gender role orientations of women are influenced by the social roles they fulfill. In theories discussing a leader’s role on human anatomy is guided by other people’s expectations. The expectations relate to different roles individuals perform or carry out on a daily basis in their lives. This theory is also related to sex roles which are assigned to men and women based on their gender. This has led to many beliefs about how gender roles are defined. Gender is dichotomous of the mutually exclusive characteristic of being a male or a female therefore, this theory offers some explanation of gender identity role although is limited to this study conceptual model (McGee-Banks, 2000). The following theories were selected as part of this study conceptual framework: role congruity theory, transformational theory, feminist theory, and contingency theory. These theories offer an explanation of selective and elective leaders’ perception of female leaders and are based on the dichotomy of leadership. In that social role, situational theoretical framework only offers an explanation of how women often are viewed regarding their style of leading through behavior. Social role and situational theories are limited to this study due to stereo-typologies of women in leadership that suggest an assumption that women should only meet with roles that society associate with gender in the workplace.
CHAPTER III
METHODOLOGY

Introduction

This section of the research study represents the method and procedures that was used in conducting this study. This study examines the perception of female leader’s qualifications, leadership style, and effectiveness among elective and selective leaders. Each area explains and describes how and what the researcher used to reach an analysis of the research findings to determine what was the significant statistical relationship among the leaders. It details the research design, description of site, sample and population, instrumentation, treatment of data and limitations of the study.

This present research study facilitated an explanation of elective and selective leaders’ perception regarding female leadership in the work force. The researcher developed a tool known as Leader Perception Questionnaire Inventory (LPQ-i) to analyze and determine leaders’ perceptions of female leadership based on the LPQ-i survey. The elected leaders are those whom currently hold state legislative seats as State Senators and House Representatives in the state of Georgia. The study also includes those that hold the office of Mayor in the metropolitan Atlanta area including Carroll County, Cherokee County, Cobb County, Coweta County, DeKalb County, Douglas County, Fayette County, Forsyth County, Fulton County, and Gwinnett County. The elected leaders are appointed by electoral vote and are the people’s choice to represent their district from a
general election. The selected leaders are those who are currently employed and head an agency or organization as the top executive or management position in the YWCA, YMCA and Boys and Girls Club, of Metropolitan Atlanta area including all named counties; Cherokee, Coweta, DeKalb, Fayette, Forsyth, Fulton, Gwinnett, Henry, Morgan, Newton, Paulding, Rabun, Rockdale, & Walton county offices as CEO, Executive Director, Head Manager, Supervisor and the like. These particular leaders are hired into their position by the choice of a board or committee with no term limits in their prospective positions.

Research has not examined the impact of an organizational unit's on diversity orientation in conjunction with the leader's attitude and behavior and the extensiveness of diversity activities within these units. Many organizations seem to recognize the need to manage their diverse workforces as evidenced by the proliferation of diversity programs being implemented in many business corporations. Therefore, more local and state level organizational programs have begun to follow suit with more diverse practices. Although, many styles of leadership are based on the types of business the organization is conducting or whether it is for-profit versus non-profit can determine how a leader may choose his style of leadership. More research case studies can be valuable tools through which to build theory and they should be supplemented by a mixed methods approach (qualitative and quantitative) to research. Work in social psychology and business administration has been using quantitative methods to test hypotheses connecting diversity and performance to possibly erase the stereotype concepts (Wise & Tschirhart, 2000). According to Mosley, (1998), transformational and exchange (LMX) theories, the
largely ignored behaviorally-based approach to leadership, is suggested as being useful especially in the implementation of diversity initiatives in today’s and tomorrow organizations.

Research Design

This study is comprised of a mixed method (qualitative and quantitative) approach. A descriptive and explanatory design was employed in a cross sectional survey to test the hypothesis. Exploratory and descriptive designs seek the understanding of a problem, but explanatory research warrants more definitive answers as to the effect of the problem (Yegidis & Weinbach, 2006). This study however has limited research literature on the combination of selected (organizational) and elected (political) leaders’ perceptions. In addition, the sample population is not randomly selected and will be compiled through survey questionnaire (quantitative) and a phone interview (qualitative) approach.

The study survey entails a two part section of 20 statements requesting demographics in section I, and statements relating to leaders perception in section II. The data was comprised of categorical statements based on a four point Likert scale with 1 = Strongly Disagree, 2 = Disagree, 3 = Agree, and 4 = Strongly Agree. The researcher randomly selected four participants, two elected and two selected leaders to request their participation in phone interview. The phone interview consisted of follow-up questions to solicit open ended responses that took no longer than one hour. The instrument was developed by the researcher. This study examined the qualifications, leadership style,
and effectiveness of female leadership; therefore, it consisted of analyzing raw data into a bar chart graph.

Description of Site

This research study focused on the perception of female leadership among elective and selective leaders in the state of Georgia. Atlanta is the largest urban metropolitan city in Georgia. The survey was administered via postal to the respective participants work sites. The legislative leaders received their surveys at each district office they represented, and the mayors received a letter of interest at their respective local county office. The selected leaders all received their survey at their place of employment along with those who participated by phone interviews were contact at their office of employment.

Sample and Population

The target population consisted of male and female elected and selected leaders in the state of Georgia. Selected leaders are those who are appointed to their positions by hire and are classified as hourly or salaried paid employees. Selected leaders are those appointed to executive level leadership positions at the local level of a community-based organization in the metropolitan Atlanta area. This study involved organizations with strong ties to the community at large through service for decades. The researcher selected these organizations that have diverse background of leaders and services which operate various qualities of leadership strategies and that are funded under United Way charitable organization.
The YWCA, YMCA, and the Boys and Girls Club of Metropolitan Atlanta are organizations that were selected to help ascertain selective leaders’ perception of female leadership as an appointed leader hired by a board of directors or committee members of the organization. This study involved selected leaders of those who hold positions as Chief Executive Officer (CEO) or Executive Directors. These individuals are in charge of the day-to-day operations of the agency or organizations. It is to give an ideology of leader’s perception of female leadership at the organizational top level. These organizations were also selected because they operate as a public or private non-profit organization with close ties to the local community and funded by United Way charitable organization (www.YMCAatlanta.org; www.boysandgirlsclub.org).

According to Georgia General Assembly (2007), elected leaders are those appointed to their leadership positions through an electoral vote during a public general election. Of the elected leaders, this study consists of those public officials known as State Senators (56) and State House of Representatives (180) in the state of Georgia. It also included elected city Mayors in the metropolitan Atlanta area and adjacent counties. This study solicited all (236) state legislators and (52) community organizational executive leaders. A random selection of 4 total, 2 = selected (executive directors) and 2 = elected (mayors) participated in a phone interview.

Instrumentation

The study focused on male and female leader’s perception of female leadership among selective and elective leaders. The study employed survey statements that were comprised of 20 statements in which respondents were asked to respond to the
appropriate answer. The instrument utilized was known as The Leadership Perception Questionnaire Inventory (LPQ-i) that consists of two sections with the first, section I including eight questions requesting the demographic information which included gender, range of age, marital status, ethnicity, educational attainment, years in position, income, and leader description (elective leader or selective leader). Section II consists of information that the respondents are asked about their perception of female leadership to measure items regarding female leaders’ qualifications, leadership style and effectiveness. The items on the LPQ-i survey responded on a four point Likert scale (Yegidis & Weinbach, 2006) as follows: 1 = Strongly Disagree, 2 = Disagree, 3 = Agree, and 4 = Strongly Agree.

A snowball sampling approach was employed through postal mail from the list of all state legislators and metropolitan Atlanta mayors along with the selected organizational leaders. The researcher random selection of the four participants that was conducted in phone contact interview was not longer than 1 hour. During the phone interview the researcher requested additional information based on five open-ended questions to allow more in-depth answers about their perception of female leaders. The phone interview allowed each participant to elaborate on their answers without prejudice or bias with detail answers. The instrument was developed by the researcher to measure leaders’ perception of female leadership. Upon collection of the survey and phone interview data, it was comprised and analyzed in raw data into a bar graph chart (Yegidis & Weinbach, 2006).
Treatment of Data

In this study, the data were composed of descriptive statistics of the frequency distribution, cross tabulation and central tendency (Weinbach & Grinnell, 2004). The dependent variables was used to develop a demographic profile to increase an understanding about the respondents in the study and statements about the leaders perceptions were also developed to ascertain each of their perception of female leadership. A phi and chi square statistical test was employed to determine the statistical findings based on the collected data to measure each variable pertaining to female leadership by placing it on a cross-tabulation of frequencies. The phi coefficient is a symmetric measure of association which is used to demonstrate the strength of the relationship between two or more variables (Knoke & Bohrnstedt, 1995) such as follows:

- .00 to .24 = no relationship
- .25 to .49 = weak relationship
- .50 to .74 = moderate relationship
- .75 to 1.00 = strong relationship

The chi square was employed in this research study to test whether there was a statistical significant relationship at which the probability that sampling error may produce a difference between the variables that can be described as less than (<) approximate $p = value of .05$ level of significance. A frequency distribution was utilized to analyze each variable of the study in order to summarize the measurements. The cross tabulation of each variable was measured regarding the leaders perception of female
leadership qualifications, leadership style, and effectiveness to demonstrate the statistical significant between the independent and dependent variables.

Limitations of the Study

The limitation of this study was the cooperation of the participants to complete and return the survey timely. The second limitation was whether the selected population's availability to participate. Due to time constraints, this study is conducted during the holiday season, and many leaders planned to attend the presidential inauguration ceremony in Washington, DC. It is likely that the holiday season period along with the excitement of a new era in the United States regarding the newly elected African-American president may have resulted to a lack of response from participation in this research study. Thirdly, a limitation of the study was constrained by its population and its geographic area in the Metropolitan Atlanta area that limited its findings to the state of Georgia. The range was to only survey organizational and political community leaders. If the population was broader, it may have concluded to different results.

Research that has relied on more empirically based methodologies has pointed to a lack of significant differences in leadership styles among men and women. This work is an explanatory study that examined community leaders’ perception of female leadership and detailed the similarities and difference of many individuals’ views of women in the workplace. Because this study used an explanatory approach, the survey data drawn cannot be taken as conclusive. It is an attempt to stimulate a broader thinking of leadership than is currently presented. This study used a conceptual framework to
explain leader's perception by examining how they view female leaders working in high level positions in the community (Eagly & Karau, 2002).

Summary

This study gives the social work profession an understanding of the cultural and social dynamics of community leaders which are guided by social work practices as it pertains to females entering leadership positions. In a previous study regarding the gender self perception of effectiveness and leadership style, it sought to examine senior corporate executives self perception of effectiveness and leadership style. The findings of the study revealed that there was no specific knowledge and skills as to the reason for women not to achieve top level positions only that it is expected to reveal the right behavior as a motive to excel. This however is the reason why many women are not viewed as leaders because of the presumptive ideology of “right behavior.” The question then becomes, “What is the right behavior style for female leaders reaching the hierarchal latter? In reviewing various early studies, the most frequently reported findings in the literature is the relationship between a leader's self-efficacy and effectiveness of leadership among followers and employees (Harris-Payne, 2000).

While some early researchers endeavored to rationalize the fact that only the leader's personality characteristics were the key to leadership effectiveness that seldom related to leader behavior and style which can have the most affect contingent on the situation. However, there is an emerging leadership approach being proposed based on Bandura's (1986) social cognitive theory that posits leadership self-efficacy as the key cognitive variable regulating leader functioning in a dynamic environment. Because this
is known more as a trait based on leader's performance, it can only be used to describe or predict leader behavior. Although the concept of self-confidence is closely similar to Bandura's (1986) self-efficacy construct, it may indicate that the similarity can be described simultaneously as a point for building different approaches to leadership (Sogunro, 1998).

It often can account for the frequently reported associations between a leader's self-confidence through various aspects of leader style and effectiveness. There should be more research literature on female leadership as it relates to the qualifications of an effective leader relative to leadership style and effectiveness. Although more women have entered the workforce and broken through many stereotype attitudes in to leader roles, there continues to be a disproportion number of selected female leaders leading community-based organizations and female elected political leaders winning a seat in office.

The quantitative and qualitative approach embedded in this participatory research study of community leaders is necessary to enhance our knowledge base. This method can be used to measure the perceptions of female leadership as a means to further research efforts in the profession of social and political sciences. Public and private initiatives must work through the leadership dichotomy that may impact communities on a local, state and national level possibly providing the means for indigenous leadership to grow. The need for effective leadership will have its greatest impact for change if those in leadership positions are able to assess and re-evaluate their perception of female leadership. A framework calling for the recognition of female leadership can offer new
direction in the development of leadership models that embrace, rather than push away, various concepts of female qualifications, style of leadership, and effectiveness to lead (Weinbach & Grinnell, 2004).
CHAPTER IV
PRESENTATION OF FINDINGS

The purpose of this chapter is to present and describe the statistical findings of the study from the survey questionnaire based on the perception of female leadership among elective and selective leaders. Specifically, this chapter includes a presentation of the findings in two sections of the survey: the demographics data and the research questions and hypotheses on female qualifications, leadership style and effectiveness in leadership. The findings of the study are detailed into an organized descriptive statistical data that measures the frequency distribution and cross tabulation of each variable.

This study utilized a mixed methods approach that has revealed a similar perception of female leadership among elective and selective leaders. It is clear that a social consciousness is necessary for a need to increase women as role models and mentors to new and upcoming emerging female leaders. The qualitative approach employed a phone interview from the respective participants who answered questions from the researcher on female leadership. There were also follow-up questions that allowed the respondents to elaborate in their own words in detail about female leadership. The quantitative method was a survey questionnaire employed through postal mail.

Demographic Data

Each of the participants that responded to the Leader Perception Questionnaire Inventory (LPQ-i) was analyzed through the survey. Descriptive statistics were used to
analyze the following: gender, age group, marital status, ethnicity, educational attainment, years in position, annual income, and leader category (elective or selective).

The target population consisted of current elective and selective leaders in the state of Georgia. Those who occupy the elected office of state legislative leaders were surveyed and those who occupy the office of mayor in metropolitan Atlanta were interviewed. As for as the selective leaders, those who occupy positions as head directors of each community based organization were surveyed, and those who head the overall organization within the metropolitan area were interviewed. The number of the sample target population which responded to the research study consisted of 89 respondents which totaled 39% of the elective leaders, and 55% of selective leaders. The data shown in Table 3 illustrates the frequency and percentage of each response.

As indicated in Table 3, female leaders are far fewer in numbers than males in leadership positions, who are fifty-five years and older, married, Caucasian-American (white), a college graduate, in their respective positions between three and seven years, earning at least seventy thousand dollar income, and primarily as an elective leader.

Table 3

*Statistical Demographic Profile of the Respondents (N = 89)*

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
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<td></td>
</tr>
<tr>
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<td>37.1</td>
</tr>
<tr>
<td>Male</td>
<td>56</td>
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<td>Variable</td>
<td>Frequency</td>
<td>Percent</td>
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<td>-------------------</td>
<td>-----------</td>
<td>---------</td>
</tr>
<tr>
<td><strong>Age Group</strong></td>
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<tr>
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<td>25 – 34</td>
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<td>35 – 44</td>
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<tr>
<td>45 – 54</td>
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<td>55 and over</td>
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<td>5.6</td>
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<td>4.5</td>
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<td><strong>Ethnicity</strong></td>
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<tr>
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<td>1.1</td>
</tr>
<tr>
<td>Variable</td>
<td>Frequency</td>
<td>Percent</td>
</tr>
<tr>
<td>--------------------------------------</td>
<td>-----------</td>
<td>---------</td>
</tr>
<tr>
<td>Highest Educational Attainment</td>
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<td>Years in Current Position</td>
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<td>Under 2 years</td>
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</tr>
<tr>
<td>3 – 7 years</td>
<td>36</td>
<td>41.4</td>
</tr>
<tr>
<td>8 – 12 years</td>
<td>17</td>
<td>19.5</td>
</tr>
<tr>
<td>13 – 17 years</td>
<td>13</td>
<td>14.9</td>
</tr>
<tr>
<td>18 years and over</td>
<td>17</td>
<td>19.5</td>
</tr>
<tr>
<td>No Answer</td>
<td>2</td>
<td>2.2</td>
</tr>
<tr>
<td>Annual Income</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Under $40,000</td>
<td>7</td>
<td>8.0</td>
</tr>
<tr>
<td>$40,000 - $49,999</td>
<td>13</td>
<td>14.9</td>
</tr>
<tr>
<td>$50,000 - $59,999</td>
<td>5</td>
<td>5.7</td>
</tr>
<tr>
<td>$60,000 - $69,999</td>
<td>4</td>
<td>4.6</td>
</tr>
<tr>
<td>Over $70,000</td>
<td>58</td>
<td>66.7</td>
</tr>
<tr>
<td>No Answer</td>
<td>2</td>
<td>2.2</td>
</tr>
</tbody>
</table>
Table 3 (continued)

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leader Category</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Elective Leader</td>
<td>60</td>
<td>67.4</td>
</tr>
<tr>
<td>Selective Leader</td>
<td>29</td>
<td>32.6</td>
</tr>
</tbody>
</table>

Research Questions and Hypotheses

This study addresses five research questions and five hypotheses. This section provides an analysis of the research questions and a testing of the hypotheses.

Perception of Female Leadership among Elective and Selective Leaders

RQ1: Is there a statistical significant relationship among selective and elective leaders regarding their perception of female leadership?

H₀₁: There is no statistical significant relationship among selective and elective leaders regarding their perception of female leadership?

The perception of female leadership seems to allude to female leader’s inability to effectively lead based on stereotype that started during earlier years, and theoretical concepts that described women as transformational leaders that are directive democratic style leaders that are mothering, caring, and too emotional. Historically, effective leadership behaviors seemed to be associated with male leadership style. This study focuses on elective and selective leader’s perception of female leaders’ qualifications, style of leadership and effectiveness in leadership. In this study, the perception of female leaders was measured in three components of qualifications,
leadership style, and effectiveness and test the hypothesis (see Table 4). The LPQ-i
details each of the variables to understand and explain the leaders self perception of
female leaders in positions of leadership (Bass, 1985).

Table 4

RQ1: Perception of Female Leadership among Elective and Selective Leaders

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elective Leaders</td>
<td>60</td>
<td>67.4</td>
</tr>
<tr>
<td>Selective Leaders</td>
<td>29</td>
<td>32.6</td>
</tr>
<tr>
<td>Total</td>
<td>89</td>
<td>100.0</td>
</tr>
</tbody>
</table>

As indicated in Table 4, the majority (89) of the public leaders were among
elective leaders. There were 60 elective leaders (67.4 %), and 29 (32.6%) selective
leaders. Of the elective and selective leaders, a majority of the respondents (79.8%) all
disagree with the perception of female leaders qualifications (see table 11), 100%
disagree with the perception of female leadership style, and 59.3% disagree with the
perception of female leader effectiveness may affect her ability to lead. Figure 3
provides a graphical chart of the statistical number comparison of elective and selective
leaders.
Figure 3. Leader Comparison Bar Chart of Elective and Selective Leaders

Qualifications

Female leaders are questioned about their qualifications to lead more often than male leaders. Qualification is defined as a person’s ability to lead are based on their skills, experience, educational attainment and credentials. According to the LPQ-i model, qualifications can best be explained utilizing the following subset: Qual.1: Education is the most important, Qual 2: Experience should always be primary, Qual.3: Females are capable of good leadership, and Qual 4: Because leadership is viewed as masculine.

Table 5 is a frequency distribution of the subsets of leaders’ perception of female qualifications among the 89 elective and selective leaders. The table specifies the percentage on whether the respondents disagree or agree with the qualifications that affect female leaders’ ability to lead.
Table 5

*RQ1: Qualifications—Perception of Female Leaders among Elective and Selective Leaders*

<table>
<thead>
<tr>
<th>Qualification</th>
<th>Disagree</th>
<th>Yes</th>
<th>No.</th>
<th>%</th>
<th>Agree</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Qual 1: Education is the most important</td>
<td>53</td>
<td>59.6</td>
<td>36</td>
<td>40.4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Qual 2: Experience should always be primary</td>
<td>38</td>
<td>42.7</td>
<td>51</td>
<td>57.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Qual 3: Females are capable of good leadership</td>
<td>1</td>
<td>1.1</td>
<td>88</td>
<td>98.9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Qual 4: Because leadership is viewed as masculine</td>
<td>80</td>
<td>89.9</td>
<td>9</td>
<td>10.1</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

In order to determine the true value or arithmetic mean of the variable qualifications, the values (1 through 4) from the measurement scale of the four subsets for qualifications were calculated by to show the results of the leaders perception were computed based on calculation of each subset (most + primary + capable + viewed)/4 = qualifications, by adding the sum of each subset and dividing the sum total of the subset by the number of figures.

As indicated in the above Table 5, a large percentage (59%) of elective and selective leaders disagree that education is most important in appointing females as leaders based on leaders perception of female qualifications in the ability to lead. The leaders show that 42% disagree that experience should be a primary factor of female qualifications to lead. However, 98% agree that females are capable of good leadership qualities in their perception of female leaders, and 89% disagree that because leadership is viewed as a masculine role, females will not be viewed as leaders.
Table 6 provides the frequency distribution for the computed variable of female leaders’ qualifications. It also provides the percentile of the total population that calculated the mean and standard deviation.

Table 6

RQ1: Frequency Distribution—Perception of Female Leaders’ Qualifications among Elective and Selective Leaders

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
<td>71</td>
<td>79.8</td>
</tr>
<tr>
<td>Agree</td>
<td>18</td>
<td>20.2</td>
</tr>
<tr>
<td>Total</td>
<td>89</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Mean 2.20   Std Dev. .404

As Table 6 indicates, of the 89 respondents, a large percentage (79%) of elective and selective leaders disagree with the perception of female leaders’ qualifications, and 20% agreed that the perception of female leaders influence leaders’ perception of females ability to lead.

Leadership Style

The leaders’ style of leadership is based on recognizable competent skills that the individual are capable of meeting. According to the LPQ-i model, leadership style can best be explained utilizing the following subsets: Style 1: Females make better managers rather than leaders, Style 2: Compared to men, females are the least preferred choice,
Style 3: Females tend to be less charismatic, and Style 4: Females are too emotional to lead.

Table 7 is a frequency distribution of the subsets of leaders' perception of female style of leadership among the 89 elective and selective leaders. The table specifies the percentage on whether the respondents disagree or agree with leadership style of female leaders' ability to lead.

Table 7

*RQ1: Leadership Style—Perception of Female Leaders among Elective and Selective Leaders*

<table>
<thead>
<tr>
<th></th>
<th>Disagree</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No.</td>
<td>%</td>
</tr>
<tr>
<td>Style 1: Females make better managers</td>
<td>81</td>
<td>91.0</td>
</tr>
<tr>
<td>Style 2: Compared to men, females are least preferred</td>
<td>70</td>
<td>80.5</td>
</tr>
<tr>
<td>Style 3: Females tend to be less charismatic</td>
<td>79</td>
<td>89.8</td>
</tr>
<tr>
<td>Style 4: Females are too emotional to lead</td>
<td>85</td>
<td>96.6</td>
</tr>
</tbody>
</table>

As shown in the above Table 7, a large percentage (91%) of elective and selective leaders disagree that females make better managers rather than leaders. The leaders show that 80% disagree that compared to men, females are least preferred choice to lead. Also, the leaders (89%) indicate that females tend to be less charismatic as their perception of female leaders, and 96% disagree that females are too emotional to lead.

To determine the true value or arithmetic mean of the computed variable, the values (1 through 4) from the measurement scale of the subsets were calculated by
dividing the sum total of the set of figures by the number of figures. The following is an example of the calculation: \((\text{better} + \text{choice} + \text{less} + \text{emotion})/4 = \text{leadership style}\). Table 8 provides the frequency distribution for the computed variable of female leadership style and the percentile of the total population that calculated the mean and standard deviation.

Table 8

*RQ1: Leadership Style—Perception of Female Leadership Style among Elective and Selective Leaders*

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
<td>85</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>85</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Mean 2.00  Std. Dev .000

As indicated in Table 8, 85 respondents disagree that female leaders’ style of leadership affect their ability to lead. Of the 89 respondents, 4 did not respond which totaled 100% of elective and selective leaders’ perception of female leaders. However, style is constant; therefore, it cannot be computed and measured statistically in correlation of variables in the phi or chi test.

*Effectiveness*

Effectiveness is defined as the ability to influence others to create change to accomplish set goals. According to the LPQ-i model, effectiveness can best be explained utilizing the following subsets: Effect 1: Female leaders connect with the public, Effect
2: My success as a leader can be attributed, Effect 3: Females are capable of performing effectively, and Effect 4: Gender should be a factor in appointing a female.

Table 9 shows the frequency distribution of the subsets of leaders' perception of female style of leadership among the 89 elective and selective leaders. The table specifies the percentage on whether the respondents disagree or agree with leadership style of female leaders' ability to lead.

Table 9

**RQ1: Effectiveness—Perception of Female Leaders among Elective and Selective Leaders**

<table>
<thead>
<tr>
<th>Effect</th>
<th>Disagree</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No.</td>
<td>%</td>
</tr>
<tr>
<td>Effect 1: Female leaders connect with the public</td>
<td>66</td>
<td>75.0</td>
</tr>
<tr>
<td>Effect 2: My success as a leader can be attributed</td>
<td>49</td>
<td>57.0</td>
</tr>
<tr>
<td>Effect 3: Females are capable of performing</td>
<td>4</td>
<td>4.5</td>
</tr>
<tr>
<td>Effect 4: Gender should be a factor in appointing</td>
<td>80</td>
<td>90.9</td>
</tr>
</tbody>
</table>

As shown in Table 9, a large percentage (75%) of elective and selective leaders disagree that female leaders connect with the public better. The leaders show that 57% disagree that their success as a leader can be attributed to their experience, 95% agree that females are capable of performing effectively in their perception of female leaders, and 90% disagree that gender should be a factor in appointing a female.

To determine the true value or arithmetic mean of the computed variable, the values (1 through 4) from the measurement scale of the subsets were calculated by
dividing the sum total of the set of figures by the number of figures. The following is an example of the calculation: \((\text{connect} + \text{success} + \text{perform} + \text{factor})/4 = \text{effectiveness}\).

Table 10 provides the frequency distribution for the computed variable of female effectiveness.

Table 10

**RQ1: Effectiveness—Frequency Distribution for Perception of Female Leaders’ Effectiveness among Elective and Selective Leaders**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
<td>73</td>
<td>84.9</td>
</tr>
<tr>
<td>Agree</td>
<td>13</td>
<td>15.1</td>
</tr>
<tr>
<td>Total</td>
<td>86</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Mean 2.15 Std. Dev. 0.360

As shown in Table 10, 84% of the respondents disagree on the perception of female leaders’ effectiveness to lead and 15% of the current leaders indicate they agree with the perception of female leaders’ effectiveness to lead.

**RQ2:** Is there a statistical significant relationship within gender among selective and elective leaders regarding their perception of female leadership?

**H02:** There is no statistical significant relationship within gender among selective and elective leaders regarding their perception of female leadership?
As indicated in Table 11, the total number of females was 33; 17 (19.1%) were elective leaders and 16 (18.0%) were selective leaders. There was a total of 56 male leaders; 43 (48.3%) were elective leaders and 13 (14.6%) were selective leaders. Of the 33 total female leaders and 56 total male leaders, the statistical phi (Φ) measurement was employed to test for the strength of association between the variables of female elective leaders' perception and selective leaders' perception, and the male elective and selective leaders on the perception of female leadership.

Table 11

RQ2. Gender Comparison Perception of Female Leaders among Elective and Selective Leaders

<table>
<thead>
<tr>
<th>Gender</th>
<th>Perception of Female Leadership</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Elective</td>
<td>Selective</td>
<td>Total</td>
<td></td>
</tr>
<tr>
<td></td>
<td>No.</td>
<td>%</td>
<td>No.</td>
<td>%</td>
</tr>
<tr>
<td>Male</td>
<td>17</td>
<td>19.1</td>
<td>16</td>
<td>18.0</td>
</tr>
<tr>
<td>Female</td>
<td>43</td>
<td>48.3</td>
<td>13</td>
<td>14.6</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>67.4</td>
<td>29</td>
<td>32.6</td>
</tr>
</tbody>
</table>

Φ = -.260 df = 1 p = .014

There was no relationship (Φ = -.260) between the genders. When the chi square statistical test for significance was applied, the null hypotheses was accepted (p = .014) indicating there was no statistical significant relationship among leaders between the two variables at <.05 level of probability.
Figure 4 provides a graphical chart of the statistical number of elective and selective leaders’ gender comparisons.

\[\text{Figure 4. Gender Comparison Bar Chart of Elective and Selective Leaders}\]

RQ3: Is there a statistical significant relationship among selective and elective leaders regarding their perception of female leader’s qualifications?

H₀₃: There is no statistical significant relationship among selective and elective leaders regarding their perception of female leader’s qualifications?

As indicated in Table 12, of the 60 elective leaders, 47 (52.8%) disagree on the perception of female qualifications while 13 (14.6%) agree. A majority (24) of the 29 selective leader disagree with the perception of female qualifications while only 5 (5.6%) agree.
Table 12

RQ3. Perception of Female Leaders’ Qualifications among Elective and Selective Leaders

<table>
<thead>
<tr>
<th>Perception of Female Leadership</th>
<th>Elective</th>
<th>Selective</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender No.</td>
<td>%</td>
<td>No.</td>
<td>%</td>
</tr>
<tr>
<td>Disagree</td>
<td>47</td>
<td>52.8</td>
<td>24</td>
</tr>
<tr>
<td>Agree</td>
<td>13</td>
<td>14.6</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>67.4</td>
<td>29</td>
</tr>
</tbody>
</table>

Φ = -.052 df = 1 p = .626

As shown in Table 12, 79.8% of community leaders indicated that they disagree that female leaders’ qualifications affect her ability to lead. A majority of elective leaders (52.8%) and 27.0% of selective leaders indicated that they disagree that female leaders’ qualifications affect her ability to lead effectively. The statistical phi measurement (Φ) was employed to test for the strength of association between the two variables of elective leaders’ perception and selective leaders’ perception of female leaders’ qualifications. There was no relationship (Φ = -.052) between the two variables. When the chi square statistical test for significance was applied, the null hypotheses was accepted (p = .626) indicating there was no statistical significant relationship between the two variables at <.05 level of probability.

When qualification variables were cross tabulated with gender, there was a slight variation that female leaders’ qualifications affect her ability to lead effectively. The data
indicated that females were at 25.8% and males were at 53.9% of those that disagree (see Table 13).

Table 13

**RQ3: Gender Comparison Perception of Female Leaders' Qualifications**

<table>
<thead>
<tr>
<th>Gender</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No.</td>
<td>%</td>
<td>No.</td>
</tr>
<tr>
<td>Disagree</td>
<td>23</td>
<td>25.8</td>
<td>48</td>
</tr>
<tr>
<td>Agree</td>
<td>10</td>
<td>11.2</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>33</td>
<td>37.1</td>
<td>56</td>
</tr>
</tbody>
</table>

As indicated in Table 13, there were 89 total elective and selective leaders. A majority (71) of the leaders disagreed with the perception of female leaders' qualifications.

RQ4: Is there a statistical significant relationship among selective and elective leaders regarding their perception of female leadership style?

H₀₄: There is no statistical significant relationship among selective and elective leaders regarding their perception of female leadership style?

In Table 14, of the 85 total elective and selective leaders, 56 elective leaders (65.9%) disagree and 29 (34.1%) selective leaders agree on the perception of female leadership style.
In Table 14, the variable “style” was constant and there was 100% disagreement that there is no significant relationship among selective and elective leaders regarding the perception of female leadership style. A cross tabulation was analyzed on each variable to indicate the percentage and frequency.

Also shown in Table 14, 85 (100%) of the community leaders indicated that they disagree that female leadership style affected their ability to effectively lead. A majority of elective leaders (65.9%) along with 34.1% of selective leaders indicated that they disagree that female leaders’ style affected their ability to lead. However, when the variable “leadership style” was cross tabulated with gender, it indicated that 37.6% of females and 62.4% of males disagree (see Table 15). Because style was constant, it could not be measured to define the relationship among elective and selective leaders.
Table 15

**RQ4: Gender Comparison Perception of Female Leadership Style**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>No.</td>
<td>%</td>
<td>No.</td>
<td>%</td>
</tr>
<tr>
<td>Disagree</td>
<td>32</td>
<td>53</td>
<td>85</td>
</tr>
<tr>
<td>Total</td>
<td>32</td>
<td>53</td>
<td>85</td>
</tr>
</tbody>
</table>

As indicated in the Table 15, of the elective and selective leaders (85), respondents disagree 100.0% with the perception of female leadership style affecting females’ ability to lead.

**RQ5: Is there a statistical significant relationship among selective and elective leaders regarding their perception on the effectiveness of female leadership?**

**H₀₅: There is no statistical significant relationship among selective and elective leaders regarding their perception on the effectiveness of female leadership?**

As indicated Table 16, of the 86 elective and selective leaders, 51 (59.3%) of elective leaders disagree with female leaders’ effectiveness, while 6 (7.0%) agree on the effectiveness of female leadership. Community leaders (84.9%) indicated that they disagree that the effectiveness of female leaders’ affects their ability to lead.
Table 16

**RQ5: Perception of Female Leaders' Effectiveness among Elective and Selective Leaders**

<table>
<thead>
<tr>
<th>Gender</th>
<th>Elective</th>
<th></th>
<th>Selective</th>
<th></th>
<th>Total</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No.</td>
<td>%</td>
<td>No.</td>
<td>%</td>
<td>No.</td>
<td>%</td>
</tr>
<tr>
<td>Disagree</td>
<td>51</td>
<td>59.3</td>
<td>22</td>
<td>25.6</td>
<td>73</td>
<td>84.9</td>
</tr>
<tr>
<td>Agree</td>
<td>6</td>
<td>7.0</td>
<td>7</td>
<td>8.1</td>
<td>13</td>
<td>15.1</td>
</tr>
<tr>
<td>Total</td>
<td>57</td>
<td>66.3</td>
<td>29</td>
<td>33.7</td>
<td>86</td>
<td>100.0</td>
</tr>
</tbody>
</table>

$\Phi = .180 \quad df = 1 \quad p = .096$

A majority of elective leaders (59.3%) and 25.6% of selective leaders indicated that they disagree that the effectiveness of female leaders affects their ability to lead effectively. As shown in Table 16, the statistical phi measurement ($\Phi$) was employed to test for the strength of association between the variable of elective leaders' perception and selective leaders' perception of the effectiveness of female leaders. There was no statistical significant relationship ($\Phi = .180$) between the two variables. When the chi square statistical test for significance was applied, the null hypotheses was accepted ($p = .096$) indicating there was no statistical significant relationship between the two variables at $< .05$ level of probability.

When the effectiveness variable was cross tabulated with gender, there was a distinct variation which indicated females were at 30.2% and males were at 54.7% of those that disagree on the effectiveness of female leadership (see Table 17).
Table 17

RQ5: Gender Comparison Perception of Female Leaders' Effectiveness

<table>
<thead>
<tr>
<th>Gender</th>
<th>Male</th>
<th>%</th>
<th>Female</th>
<th>%</th>
<th>Total</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
<td>26</td>
<td>30.2</td>
<td>47</td>
<td>54.7</td>
<td>73</td>
<td>84.9</td>
</tr>
<tr>
<td>Agree</td>
<td>7</td>
<td>8.1</td>
<td>6</td>
<td>7.0</td>
<td>13</td>
<td>15.1</td>
</tr>
<tr>
<td>Total</td>
<td>33</td>
<td>38.4</td>
<td>53</td>
<td>61.6</td>
<td>86</td>
<td>100.0</td>
</tr>
</tbody>
</table>

As indicated in Table 17, of the total elective and selective leaders (86), 73 (84%) disagree: 26 (30.2%) females and 47 (54.7%) males disagree with the effectiveness of female leadership.

The interview portion of the study involved two city mayors and two executive directors within the metropolitan Atlanta area. During the first interview, the mayor (male) discussed how his mother's success as a community leader influenced his view about female leaders in a positive mode, but he continues to generally view female leaders as too emotional to effectively lead in certain roles. This indicated a perception based on contingency and role congruity theoretical framework. The mayor goes on to discuss how he believes that women are capable of leading and that many stereotype descriptions of women have continually followed their leadership style. Overall, his perception of female leaders is that females must work hard to be accepted as leaders. This interview seems to be conducive to the concept of contingency theory. The Mayor indicates that women can lead in certain roles, but that women's style and behavior is not
as effective as males in some roles. Based on the second interview, the female mayor, has a long history in management and leadership roles. The mayor describes how women are emerging since earlier times more now than ever before. She also proceeded to explain how previous public female leaders have impacted her in ways that seem to inspire her style of leadership. The mayor explained how she displays her softer side to the public with feminine appeal by wearing a corsage on her clothing as a way of reminding the public of her softer traits. She stated, however, that females tend to lack role models of women in leadership. This perception has indicated relevant ideology based on feminist, contingency and role congruity theory to suggest women are lacking in leadership roles which could offer emerging women role models.

The third interview was a female executive director who stated that she is not a feminist but that women will support other women just because of gender despite their qualifications or effectiveness to lead. She stated that when a woman is seeking a leadership role, it should be because she qualify and not because of her gender and the same should be with men. The executive stated that there are higher expectations among women than men; therefore, females should talk the language (confidence, aggressiveness) to be considered confident. She continued to indicate that women should feel confident in their skin, which may indicate they lack confidence in their abilities.

The executive also added that women are known to multitask better than men, however they continue to be discriminated based on gender roles in leadership. This interview seems to conclude that role congruity and feminist theory has revealed a continuation of
stereo-typologies among men and women in leadership to suggest that women should display certain male traits to gain respect within their organization.

During the fourth interview, the female executive leader described how women display self-confidence when seeking high level positions but that the barriers which prevent women today stems from family and children. This seems to indicate that women continue to be stereotypically viewed among other female leaders to imply that family prevents women from emerging to high level positions despite their qualifications. The selective leader continued to discuss how women are emerging into leader roles today, but that they lack support from many male and female constituents. This also indicates a certain perception about women who may not seek leadership positions because they feel that they are unqualified because of a lack of support and experience or training for a position. Another statement the female selective leader indicated was that she met minimum qualifications in her current role on paper, but she indicated during the interview process that she displayed self-confidence which led to being appointed to her current position. This interview seems to relate to contingency theory regarding confidence and appointment in the selection process. This particular female leader seemed to view female leaders style of leadership regarding her qualifications and effectiveness to lead were questioned from her own perspective.

In general, a majority of the elective and selective leaders disagree that female leaders’ qualifications, leadership style and effectiveness affect their ability to lead in positions of high level roles. Whenever the subsets were cross tabulated to compute the overall significance relative to gender, there were a higher number of males than female
leaders in high level positions. This study is particularly relevant to the social work profession to explain how community political and organizational leader’s perception of female leadership is perceived. This is very important to women who are influential in community settings relative to the formulation of public policies and the implementation of programs to create a broad diverse scope of leadership and influence. Social work leadership is built on several concepts to contribute to the body of knowledge as well as provide insight to current conditions and perception that may affect women of diverse backgrounds (Rank & Hutchison, 2000). This study reveals the perception of high level leaders’ perception of female leaders and the need for women to emerge in positions of organizational and political leadership.
CHAPTER V

CONCLUSIONS, IMPLICATIONS, AND RECOMMENDATIONS

This section of the study contains an overview of the findings which details a summation of the problem statement, a revisiting of the research questions, the conclusions, implications and recommendations of the research findings. This section of the research study proposed future recommendations and discussions for policy makers, social workers, practitioners, administrators and professionals to seek new ways of implementing diverse methods of leadership to increase visible women in high level positions. Specifically, each research question proposed contains each variable and correlation that summarizes the statistical significant findings that tested the hypotheses.

Perception of Female Leadership

This study is based on elective and selective leaders’ perception of female leadership to determine whether they agree or disagree on female leaders qualifications, leadership style and effectiveness affect their ability to lead. According to the LPQ-i model, leaders’ perception can be best explained utilizing leaders’ perception questionnaire to compute the variable.

RQ1: Is there a statistical significant relationship among selective and elective leaders regarding their perception of female leadership?

To determine the perception of female leadership among elective and selective leaders, of those who participated in this research study, the variables included:
qualifications, leadership style, and effectiveness were analyzed. Of the 89 elective and selective respondents, 79% of the respondents indicated they disagree with the perception of female leaders qualifications, with 100% disagreement on leadership style, and 84% disagreement on female leaders effectiveness affect her ability to lead.

RQ2: Is there a statistical significant relationship within gender among selective and elective leaders regarding their perception of female leadership?

There were 33 female leaders—17 (19.1%) elective leaders and 16 (18.0%) selective leaders. Of the total male leaders (56), there were 43 (48.3%) elective leaders and 13 (14.6%) were selective leaders. There was no relationship ($\Phi = -.260$) between the two genders. When the chi square statistical test for significance was applied, the null hypotheses was accepted ($p = .014$) indicating there was no statistical significant relationship among leaders between the two variables at <.05 level of probability.

RQ3: Is there a statistical significant relationship among selective and elective leaders regarding their perception of female leader’s qualifications?

Community leaders (79.8%) indicated that they disagree that female leaders’ qualifications affected their ability to lead. A majority of elective leaders (52.8%) indicated that they disagree that female leaders’ qualifications affect her ability to lead effectively. The statistical phi measurement ($\Phi$) was employed to test for the strength of association between the variable of elective leaders and selective leader’s perception of female leaders’ qualifications. There was no relationship ($\Phi = -.052$) between the two variables. When the chi square statistical test for significance was applied, the null
hypotheses was accepted \((p = .626)\) indicating there was no statistical significant relationship between the two variables at \(<.05\) level of probability.

RQ4: Is there a statistical significant relationship among selective and elective leaders regarding their perception of female leadership style?

Of the total 89 leaders, 56 elective leaders (65.9%) and 29 (34.1%) selective leaders disagree on the perception of female leadership style. There was no computed test because the variable “style” is constant which could not be measured to define the relationship among the leaders. A cross tabulation was analyzed on each variable to indicate the percentage and frequency. Eighty-five (100.0%) of the percentile of community leaders indicated that they disagree that female leadership style affects their ability to effectively lead. A majority of elective leaders (65.9%) and 34.1% selective leaders indicated that they disagree with female leaders style affecting their ability.

When the variable “leadership style” was cross tabulated with gender, it indicated that females were at 37.6% and males were at 62.4% among those that disagree.

RQ5: Is there a statistical significant relationship among selective and elective leaders regarding their perception on the effectiveness of female leadership?

Of the 89 total number of leaders, 84.9% of the leaders indicated they disagree that the effectiveness of female leaders affects their ability to lead. A majority of elective leaders (59.3%) and 25.6% of selective leaders indicated that they disagree with the effectiveness of female leaders. However, when the effectiveness variable was cross tabulated with gender, there was a distinct variation which indicated females were at
30.2% and males were at 54.7% of those that disagree. The statistical phi measurement (Φ) was employed to test for the strength of association between the variable of elective leaders’ perception and selective leaders’ perception of the effectiveness of female leaders. There was no relationship (Φ = .180) between the two variables. When the chi square statistical test for significance was applied, the null hypotheses was accepted (p = .096) indicating there was no statistical significant relationship between the two variables at < .05 level of probability.

Implications for Social Work Practice

The findings of this study should not prove to be generalized. The results could have important implications for understanding community leaders’ perceptions of female leaders despite the disproportionate number of women in leadership. Patterns of discrimination and stereotype may account for the low number of women leaders (Stelter, 2002). Any discussion of women in leadership may be likened to principles of developing ethical policies through social and political practice on those who are marginalized or disenfranchised. It is important to understand the implications for organizational politics regarding women’s career be explored to better understand the influence of female leaders in high level leadership.

There are three motives to further study and expand social work research on women in leadership. First, to reveal how many women are emerging but are not appointed despite their qualifications of any given leader role. Although, women meet the necessary skills and qualifications on many levels such as education, training, and experience, they continually are disenfranchised and marginalized in private and public
sectors. Secondly, women style of leadership is effective in many organizations and political roles that influence public policies and programs mission. Many female leaders have adopted male traits and style of leadership which has seemingly been successful to being appointed. Lastly, the effectiveness of women in leadership has proven to be successful in her ability to influence and perform on many levels of leadership. Because more women today have started their own businesses, they have become effective in many of their achievements.

Despite women seeking higher level positions, many of the stereotypes continue to plague the perception of female leaders even today as women exceed many expectations among leaders and constituents. Consequently, due to the limited number of women in leadership roles, there has been a narrow amount of studies to explore the interaction of gender, political, institutional, and organizational leaders to further enhance social work research literature to increase the body of knowledge. As a result of an increasing number of women in leadership, many professions have become divided and polarized over philosophical differences. The differences within professions might suggest a need to further study effective leadership to improve ethical practice in a more positive and productive capacity among (particularly) political and organizational leaders. The profession of social work must continue to require strong proactive leadership in the 21st century although there is an understanding of philosophical differences. Therefore, this study offers a new perspective on similar perceptions of female leadership to dispel the stereo-typologies of women among elective and selective leaders.
Conclusions

The quantitative portion of this study revealed that a slight higher number of female leaders than male leaders were in selective leadership positions. A majority of male leaders than female leaders were appointed in elective leadership positions. Overall, the study revealed a higher number of males, married, fifty-five and older, Caucasian, college graduates, 3-7 years in their positions, earning seventy-thousand dollars or more. The qualitative portion of this study revealed similar perceptions of female leadership among elective and selective leaders. The themes included the perception of female leaders’ capabilities, and whether females are meeting the expectations of an effective leader. There were themes which address the interviewee perception on the importance of female leaders’ ability to lead and the barriers that may prevent women from emerging into leadership.

Based on the interview portion of the study, it involved two city mayors and two executive directors within the metropolitan Atlanta area. The mayors (elective leaders) consist of one male and one female ranging in the age of 55 and older, with 3-7 years in each position, college graduates earning over seventy thousand dollars annually. The male is a married Caucasian-American and the female is a divorced African-American. The directors (selective leaders) were two females between the age of 45-54 years old, earning over seventy thousand dollars and a college graduates. One director is a divorced African-American served 3-7 years in the position. The second director has never been married, Caucasian-American served less than 2 years in the position.
Study findings provided several concepts that concluded women are disproportionately outnumbered in leadership relating to role congruity and contingency theoretical framework. The quantitative portion of the study revealed an overwhelming number of male elective leaders than female which concludes that role congruity and transformational theory is consistent in this study. That being said, the incongruity between gender role and leadership role may have led to the conclusion of prejudice and discrimination in the perception of female leaders based upon the disproportionate number of women leaders in roles of leadership, particularly political. The qualitative portion of the study also reveals similarities in the perception female leadership among elective and selective leaders that indicated a majority disagree that female qualifications, leadership style and effectiveness affect their ability to lead effectively.

For instance, during the first interview, the mayor (male) discussed how his mother’s success as a community leader influence his view about female leaders in a positive mode, the mayor continues to view generally female leaders as too emotional to effectively lead in certain roles. This indicated a perception based on contingency, social role, and transformational theoretical framework. The mayor further discussed how he believes that women are capable of leading and that many stereotype descriptions of women have continually followed their leadership style. Overall, his perception of female leaders is that they must work hard to be accepted as leaders. This interview seems to be conducive to the concept of contingency theory. On the other hand, on the second interview, the female mayor, has a long history in management and leadership roles. The mayor described how women are emerging since earlier times more now than
ever before. She also proceeded to explain how previous public female leaders have impacted her in ways that seem to inspire her style of leadership. The mayor explained how she displays her softer side to the public with feminine appeal by wearing a corsage on her clothing as a way of reminding the public of her softer traits. She stated, however, that females tend to lack role models of women in leadership. This perception has indicated relevant ideology based on transformational and role congruity theory to suggest women are lacking in leadership roles which could offer emerging women role models.

Regarding the third interview, the female executive director stated that she is not a feminist but that women will support other women just because of gender despite their qualifications or effectiveness to lead. She stated that when a woman is seeking a leadership role, it should be because she qualify and not because of her gender and the same should be with men. The executive stated that there are higher expectations among women than men; therefore, females should talk the language (confidence, aggressiveness) to be considered confidence. She continued to indicate that women should feel confident in their skin, which may suggest they lack confidence in their abilities. The executive also added that women are known to multi-task better than men, however they continue to be discriminated based on gender roles in leadership. This interview seems to conclude that role congruity, transformational, and feminist theory has revealed a continuation of stereo-typologies among men and women in leadership to suggest that women should display certain male traits to gain respect among their peers.
Nevertheless, on the fourth interview, the female executive leader describes how women displays self-confidence when seeking high level positions but that the barriers which prevent women today stems from family and children. This seems to indicate that women continue to be stereotypically viewed among other female leaders to imply that family prevents women from emerging to high level positions despite their qualifications. The selective leader continued to discuss how women are emerging into leader roles today, but that they lack support from many male and female constituents. This also indicates a certain perception about women who may not seek leadership positions because they feel that they are unqualified because of a lack of support and experience or training for a position. Another statement the female selective leader indicated was that she met minimum qualifications in her current role on paper, but she indicated during the interview process, she displayed self-confidence which led to being appointed to the current position. This interview seems to relate to contingency and role congruity, and transformational theory regarding confidence and appointment in the selection process. This particular female leader seemed to view female leaders style of leadership regarding her qualifications and effectiveness to lead were questioned from her own perspective. The interviews were vital to understanding how leaders perception today are perceived and provides a clear indication from the elective and selective male and female perspective relative to the theoretical approach to leadership.

Regarding role congruity and contingency theory, the discrimination of privilege men have had over the years when they occupied positions of power (e.g. in organization, government) is at a higher rate than women. This study focuses particularly on role
congruity and contingency theory that seems to focus on more external influences of the female leader to the organization rather than internal. Transformational theory helps to define the focus of female leadership have shown women as valuable asset to the organizational and political sphere relative to charisma. Role congruity theory predicts that women will be less likely than men to emerge as leaders when expectations for the leader role are incongruent with gender stereotypes (Eagly & Karau, 2002). Based on contingency theory and situational theory, many legislative studies of gender, institutional factors, and leadership have been difficult to pursue the rarity of women as legislative leaders, the organizational behavior literature suggests evidence that men and women differ in leadership behavior (Eagly & Johnson, 1990).

Based on this study and previous literature, men and women hold similar beliefs and perceptions about female leadership. In a study of gender incongruence, the findings concluded that when women possess the agentic quality (Eagly & Carli, 2003) of dominance behavior, it proved to be incongruent between the masculine tasks and gender stereotypes against female leadership (Ritter & Yoder, 2004). Pressure from women to conform may stem from negative reactions of a woman's role in leadership and her performance to be viewed as incompetent. The stereotypical description of men in leadership has been that they are forceful, self-reliant, ambitious, and directive. The description of women in leadership is that they are persuasive, people oriented, and consensus driven. These descriptions are an indication of feminist theory based on gender related style of leadership (Hayes, 1999).
The gendered nature of non-profit public and private organizations and legislative leadership is largely under-examined. According to some research literature, legislative scholars acknowledge the import of procedures, traditions, power dynamics, institutionalization, and norms as determinants of leadership behavior. Particularly, women and men experience legislative life differently. Legislative leaders remain mostly male therefore most women legislators serve under "token" or "minority" conditions in many aspects to appointment. Further defining these explanations has implications for many organizations that seek to successfully select and develop a diverse set of leaders for an equally diversified workforce in today's globalized society.

There are studies that identify individual and institutional roadblocks from both women and men who perceive electoral bias against women that led to women less likely to be recruited to run by parties and interest groups. Some studies also explained that women were less likely to believe they were qualified to run for office and likely to doubt their qualifications based on a lack of confidence (Dolan & Ford, 1998). The trend towards an increase number of women in leadership roles in state legislatures and organizational sectors has shifted to a new generation of female leadership. Though the number of women in leadership has close the gap slightly in the political and organizational sector, this study reveals the linkage between the two sectors will positively influence more women to seek higher roles and dispel the stereotypical idea that women lack the effectiveness, qualifications, and confidence towards a new style of leadership.
People expect elected officials that formulate policies to help select leaders that operate public and private organizations to be accountable for what they do and spend. Elected officials, however, are accountable in many ways by interest groups that devise their views (Nutt & Backoff, 1996). Interest groups, on the other hand, are becoming more vocal, pointing out agencies and programs that are not effective. To examine leadership within the public sector requires a unique characterization that includes bureaucratic processes in nature with limited rewards for leaders (Fisher, 2006). Followers tend to identify with charismatic style leaders' to emulate the leader (Bass & Steidlmeyer, 1998).

Recommendations

Social workers should partake in research studies that provide statistical analysis on public leaders self perception of minority leadership (particularly females) among community leaders. Overall, the results of this current study were consistent with role congruity, transformational and contingency theory with minimal feminist theoretical concepts. This study depicts necessary management practices and leadership qualities that propose diversity initiatives through needed individual, groups, and communities on political and organizational leaders’ perceptions. There is a need to shift to strategic diverse leadership practices that would acclimate to the changes and challenges in the number of emerging qualified women into leadership positions. Though, many women seem to have shattered the glass ceiling supported by affirmative actions laws, certainly women continue to be disproportionately underrepresented in positions of power. This
may suggest much is still needed to identify possible strategic explanations and methodologies to reduce and prevent gender discrimination.
APPENDIX A

Informed Letter of Consent

October 13, 2008

Dear Elective and/or Selective Leader:

My name is Deborah Smith Porter, and I am a doctoral student at Clark Atlanta University, Whitney M. Young, Jr., School of Social Work Program. In partial fulfillment of the requirements for my dissertation, I am conducting a research on “A STUDY OF THE PERCEPTION OF FEMALE LEADERS QUALIFICATIONS, LEADERSHIP STYLE, AND EFFECTIVENESS AMONG ELECTIVE AND SELECTIVE LEADERS.” The purpose of this study is to ascertain leader’s perception of female leadership Qualifications, Style of Leadership, and Effectiveness in the workplace. The focus of my dissertation will be to understand leaders’ perception of female leadership as outlined in the Leader Perception Questionnaire Inventory (LPQ-i) from those whom are appointed to their current positions as legislative (elective) leaders and organizational (selective) leaders.

Because you hold an important position, I invite you to participate in this research study to enhance the understanding of leader’s perception from a political and organizational perspective. I am requesting that you fill out the brief self-administered LPQ-i survey which will take you not more than 10 minutes to complete. I have enclosed two copies of the survey, one of which to complete and send back to me promptly in the self-addressed envelope and the other you may keep for your records.

Your participation in this process is greatly appreciated. It is also important to understand that your participation is completely voluntary and confidential, therefore you may discontinue at any time without prejudice. Again, thank you for taking the time to respond and return your answer sheet back to me by indicating below.

Yes _____ I am interested   No _____ I am not interested in participating in this study.

Sincerely,

Deborah S. Porter, MSW
Doctoral Student
Clark Atlanta University
Whitney M. Young, Jr., School of Social Work
APPENDIX B

Leader Perception Questionnaire Inventory

Please respond by placing a mark (x) next to the appropriate item.

Section I: Demographic Data

Choose only one answer for each of the 20 statements.

1. Gender: (1) _____ Female (2) _____ Male

2. My age group is: (1) _____ 18-24 (2) _____ 25-34 (3) _____ 35-44 (4) _____ 45-54 (5) _____ 55 and over

3. Marital Status: (1) _____ Never Married (2) _____ Married (3) _____ Separated (4) _____ Divorced (5) _____ Widowed

4. Ethnicity: (1) _____ African-American/Black (2) _____ Caucasian-American/White (3) _____ Hispanic-American (4) _____ Asian-American (5) _____ Other

5. Highest educational attainment: (1) _____ High School Diploma (2) _____ Technical School (3) _____ Some College (4) _____ College Graduate

6. Years in position: (1) _____ Under 2 years (2) _____ 3-7 years (3) _____ 8-12 years (4) _____ 13-17 years (5) _____ 18 years and over

7. Annual income: (1) _____ Under $40,000 (2) _____ $40,000-$49,999 (3) _____ $50,000-$59,999 (4) _____ $60,000-$69,999 (5) _____ Over $70,000

8. Leader category: (1) _____ Elective Leader (2) _____ Selective Leader
## Section II: Your Perception of Female Leadership

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<th>2</th>
<th>3</th>
<th>4</th>
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<td></td>
<td>Strongly Disagree</td>
<td>Disagree</td>
<td>Agree</td>
<td>Strongly Agree</td>
</tr>
</tbody>
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Indicate by writing the appropriate number in the black space beside each statement

9. Education is the most important quality in appointing females as leaders.

10. Experience should always be the primary factor when appointing a female to any leadership position.

11. Females are capable of good leadership qualities.

12. Because leadership is viewed as a masculine trait, females will not be viewed as leaders.

13. Females make better managers rather than leaders.

14. Compared to men, females are the least preferred choice in appointing an effective leader.

15. Females tend to be less charismatic than male leaders.

16. Females are too emotional to lead effectively.

17. Female leaders connect with the public better than male leaders.

18. My success as a leader can be attributed to my experience working with female leaders.

19. Females are capable of performing effectively in any leadership position.

20. Gender should be a factor in appointing a female to a leadership position.
APPENDIX C

SPSS Program Analysis

TITLE 'LEADER PERCEPTION QUESTIONNAIRE INVENTORY (LPQ-i)'.
SUBTITLE 'Deborah S. Porter - CAU PhD Program, 2009'.
COMMITTEE MEMBERS
'Richard Lyle, PhD Chair'
'Joseph Bouie, PhD'
'Robert Waymer, PhD'

DATA LIST FIXED/
ID 1-3
GENDER 4
AGEGRP 5
MARITAL 6
ETHNIC 7
EDUC 8
YEARS 9
INCOME 10
CATEGORY 11
MOST 12
PRIMARY 13
CAPABLE 14
VIEWED 15
BETTER 16
CHOICE 17
LESS 18
EMOTION 19
CONNECT 20
SUCCESS 21
PERFORM 22
FACTOR 23.

COMPUTE QUALIFI=(MOST+PRIMARY+CAPABLE+VIEWED)/4.
COMPUTE STYLE = (BETTER+CHOICE+LESS+EMOTION)/4.
COMPUTE EFFECT = (CONNECT+SUCCESS+PERFORM+FACTOR)/4.

125
Appendix C (continued)

VARIABLE LABELS
ID 'Questionnaire Number'
GENDER 'Q1 Gender'
AGEGRP 'Q2 My Age Group'
MARITAL 'Q3 Marital Status'
ETHNIC 'Q4 Ethnicity'

Appendix C: SPSS Program Analysis (continued)

EDUC 'Q5 Highest Educational Attainment'
YEARS 'Q6 Years in position'
INCOME 'Q7 Annual Income'
CATEGORY 'Q8 Leader Category'
MOST 'Q9 Education is the most important quality in appointing females as'
PRIMARY 'Q10 Experience should always be the primary factor when appointing a'
CAPABLE 'Q11 Females are capable of good leadership qualities'
VIEWED 'Q12 Because leadership is viewed as a masculine trait females will not be'
BETTER 'Q13 Females make better managers rather than leaders'
CHOICE 'Q14 Compared to men females the least preferred choice in appointing'
LESS 'Q15 Females tend to be less charismatic than male leaders'
EMOTION 'Q16 Females are to emotional to lead effectively'
CONNECT 'Q17 Female leaders connect with the public better than male leaders'
SUCCESS 'Q18 My success as a leader can be attributed to my experience working'
PERFORM 'Q19 Females are capable of performing effectively in any leadership'
FACTOR 'Q20 Gender should be a factor in appointing a female to a leadership'.

VALUE LABELS
GENDER
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2 'Male'/
AGEGRP
1 '18-24'
2 '25-34'
3 '35-44'
4 '45-54'
5 '55 up'/
MARITAL
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2 'Married'
3 'Separated'
4 'Divorced'
5 'Widowed'/
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<td>4 '13-17yrs'</td>
<td>5 '18yrs up'</td>
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<td>2 '$40,000-49,999'</td>
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<td>4 '$60,000-69,999'</td>
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</tr>
<tr>
<td>CAPABLE</td>
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<td>2 'Disagree'</td>
<td>3 'Agree'</td>
<td>4 'Strongly Agree'</td>
<td></td>
</tr>
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</table>
Appendix C (continued)

VIEWED
1 'Strongly Disagree'
2 'Disagree'
3 'Agree'
4 'Strongly Agree'

BETTER
1 'Strongly Disagree'
2 'Disagree'
3 'Agree'
4 'Strongly Agree'

CHOICE
1 'Strongly Disagree'
2 'Disagree'
3 'Agree'
4 'Strongly Agree'

LESS
1 'Strongly Disagree'
2 'Disagree'
3 'Agree'
4 'Strongly Agree'

EMOTION
1 'Strongly Disagree'
2 'Disagree'
3 'Agree'
4 'Strongly Agree'

CONNECT
1 'Strongly Disagree'
2 'Disagree'
3 'Agree'
4 'Strongly Agree'

SUCCESS
1 'Strongly Disagree'
2 'Disagree'
3 'Agree'
4 'Strongly Agree'

PERFORM
1 'Strongly Disagree'
2 'Disagree'
3 'Agree'
4 'Strongly Agree'
FACTOR
  1 'Strongly Disagree'
  2 'Disagree'
  3 'Agree'
  4 'Strongly Agree'.

RECODE MOST PRIMARY CAPABLE VIEWED BETTER CHOICE (1 THRU 2.99=2) (3 THRU 4.99=3).
RECODE LESS EMOTION CONNECT SUCCESS PERFORM FACTOR (1 THRU 2.99=2) (3 THRU 4.99=3).
RECODE QUALIFI STYLE EFFECT (1 THRU 2.99=2) (3 THRU 4.99=3).

MISSING VALUES
GENDER AGEGRP MARITAL ETHNIC EDUC YEARS INCOME CATEGORY
MOST PRIMARY CAPABLE VIEWED BETTER CHOICE LESS EMOTION
CONNECT SUCCESS PERFORM FACTOR (0).

END DATA.

FREQUENCIES
/VARIABLES GENDER AGEGRP MARITAL ETHNIC EDUC YEARS INCOME CATEGORY
MOST PRIMARY CAPABLE VIEWED BETTER CHOICE LESS EMOTION
CONNECT SUCCESS PERFORM FACTOR
/STATISTICS =.
APPENDIX D

Phone Interviews

Interview 1 - Mayor (Metro Atlanta)

Researcher: What is your perception of female leader’s capabilities in any leadership role?

Mayor: Women have broad capabilities in leadership. Women are intelligent, and have great communication skills, are very analytical and perceptive, and are very charismatic leaders. Some have all these characteristics and traits all at once but some have a few of these traits at one time. Women are great leaders and have been for many years. Women leaders have been around for decades and will still grow in many roles.

Researcher: Are women capable of leading on many levels of leadership from your perspective?

Mayor: Yes, women are good in many roles but the most important thing is that we are women of great ideas and characteristics that have influence people from early years. One of the most important points is that women were leading when men were considered the leader in organizations and society. Women help many of the men to lead because of their ideas and capabilities.

Researcher: Are female leaders meeting the expectations of an effective leader?

Mayor: Yes! To a greater degree today than in previous historical times. Women such as Harriet Tubman, Mary McLeod Bethune, Dorothy Cotton, Grace Hamilton are a few of the women that have gain a greater respect from people in society during past times. Today, it is more true because of massive communication, and technology that is in place which allows a broad scale of leadership. Women are in touch with new ways of communication and meet many of the needs through these sort of means of communication. Communication is very important to leadership which allows for effective change.

Researcher: Can you expand on how women are meeting the expectations in leader roles?
Appendix D (continued)

*Mayor:* Well, like I said about current leaders in our society, we are leading in a positive way and meeting the demands of people in society. My position causes me to be hard but stern in my role of dealing with diverse people and institutions. Women have always been able to communicate well which help to meet the needs of people on many levels in society and that communication is the key to success.

*Researcher:* How important does the qualifications, leadership style, and effectiveness of female leaders influence their ability to effectively lead?

*Mayor:* All of these are important plus more. A leader can not be effective without these traits and characteristics. It is because of all these that women more than men can be considered good leaders. Leadership has been around for century and is always changing, but always needed among women especially.

*Researcher:* How does each of these individually influence female leaders?

*Mayor:* When you look at qualifications, women are qualified just as well as men but do not get the respect of a leader. They are questioned about their qualifications. Looking at leadership style, women are different but they can get the job done, and effectiveness is when women successfully meet the needs and goals which they have on many cases.

*Researcher:* What are the barriers that may prevent females from emerging in to leadership roles?

*Mayor:* A Lack of Confidence, Lack of Community Support, Lack of Men and Women having a good network of support. Many times the self perception of women that do not see themselves as great leaders can hinder and prevent them in to leadership roles. This is the biggest deterrent to leadership among many women. My role as a mayor is because of my experience, and knowledge and confidence in my abilities. I have always stayed in touch with my feminine side but still make changes when needed. My corsage reminds people that I am a women and feminine, but I require accountability with tough decisions.

Interview 2 - Mayor (Metro Atlanta)

*Researcher:* What is your perception of female leaders capabilities in any leadership role?

*Mayor:* My mother was a strong women in the 1920’s. She was the youngest lawyer in Dallas Georgia when women were not received by many people as capable to lead. My mother was a part of a women’s club that she raised money to help other people. She had no hindrances in her goals. She did not look at all the challenges she had by quitting. I
have a great respect for women because of my mother background. I feel that women can lead and capable of leading in many roles.

*Researcher:* Did your mother’s success help shape your perception about women in leadership?

*Mayor:* Well, I have worked with women all my life but my mother’s role during early years speak to women in leadership that they are confident and capable of good leadership.

*Researcher:* Are female leaders meeting the expectations of an effective leader?

*Mayor:* Yes. Women are quite good leaders and are meeting many of the problems in society with good direction.

*Researcher:* Are there anything women are not meeting in terms of leadership?

*Mayor:* No. They are meeting many goals.

*Researcher:* How important does the qualifications, leadership style, and effectiveness of female leaders influence their ability to effectively lead?

*Mayor:* As for as qualifications, women are not as much qualified in many leadership roles. Men do not react to women as much as needed based on qualifications.

On leadership style, there are many stereotypes about women leadership style that will probably always exist. But, women are very emotional in their leadership style which seems to be very true and accurate.

But, women are also effective in their leadership roles in many cases when they believe in something and themselves.

*Researcher:* So, you believe women are good leaders but will always be viewed under some form of stereotype?

*Mayor:* Women are not like men leaders when it comes to roles and change. They are different but good in some ways.

*Researcher:* What are the barriers that may prevent females from emerging in to leadership roles?

*Mayor:* There is a general public perception of women that they must work hard.
Appendix D (continued)

Researcher: Can you elaborate on this a little more?

Mayor: Women can lead up to a point in some things, but will always be considered the underdog in leadership.

Interview 3 - Executive Director-Metro Atlanta

Researcher: What is your perception of female leaders’ capabilities in any leadership role?

Executive Director: Women are capable of any challenge of leadership. There isn’t any role in leadership that women are unable to fulfill. Women have leadership experience as lawyers, Fortune 500 companies, and many other roles. Women may be leaders in any role and are capable of leading any company if they are given the chance. I am not a big feminist, but women are leading in many other countries even when they are not viewed as equal to men such as; Pakistan and other discriminate countries. I don’t think, well for instance, I don’t vote for women sake just because of a women running for a position. She would have to prove herself just like anyone else. Often women are discriminated based on race, gender, and age plus others. But people should not be negative about women in leadership because they are just as capable of leading in any role.

Researcher: Are female leaders meeting the expectations of an effective leader?

Executive Director: I believe they are. Women are judged harsher, and more stricter on the standards than men. Such as; Hillary seem to have a lot of good leadership qualities but when she verbalized her vision she was considered too hard because she was direct and confident, and when she cried she was too soft and not viewed as qualified. But when Sarah Palin spoke she was criticized about her background and viewed incapable of running the country just because she had a young family. Women have to show examples of their effectiveness. These two women are capable of leading the country, but because of bias they are not given the chance. Also, men are not asked the questions about family like how will they take care of their children, but women are just because they have been known to take care of family and work. Women are under a different scrutiny then men and are not given the same expectations.

Researcher: How important does the qualifications, leadership style, and effectiveness of female leaders influence their ability to effectively lead?

Executive Director: As for as qualifications it is a huge impact of leadership and has a higher expectation. In a male dominated industry, women need to talk the language of the industry to gain the respect of a leader. She would have to prove herself as qualified
and show it. I had to prove myself as a good leader in this organization based on my skills and experience to run this company. Women are looked at differently based on qualifications because they are not considered leaders in from many points of view.

*Executive Director:* On a female ability to influence others based on leadership style, women have been challenged over the years. Men do not get the same response about their leadership style.

Women are not being true to themselves by not trying to be what they are. They must trust their instinct. Be who you are and feel confident in their decisions and themselves. Know what is wrong and right with the organization. Women should feel confident in their skin.

All leaders want to be effective in leadership. Often time women have to go according to the situation. Such as: women are able to change when needed by working with what is presented to them at the time or adapting to the situation whenever necessary. Women are used to doing multi-task things at once. We are better jugglers than men and are able to effectively lead on any level and multiple tasks. We as women are able to shift at any given time and over all women are capable to adapt to change better than men. This is what makes women more effectively in leading and managing.

*Researcher:* What are the barriers that may prevent females from emerging in to leadership roles?

*Executive Director:* Many biases and stereotype beliefs still exist. The perception of being a mother is still there although we are often mothering to others, but it is in our human nature. It doesn’t mean we are inadequate or incapable, but it says that women are caring. At some time, women are often harder on other women. Women are coaching younger women to be leaders. Some questions come to mind, are we helping each other as mentors to be effective. Women are available in sciences, math, and other fields. There are a lot of pre-condition labels that women are used too that started at a young age. Women have other factors that they fight such as pay discrepancies, and whether they can have a career. Men are more transitional now than ever before because of women moving in to leader roles by showing a masculine style of leading.

Interview 4 - Chief Executive Officer- Metro Atlanta

*Researcher:* What is your perception of female leaders’ capabilities in any leadership role?
Chief Executive Officer: Generally, female leaders are strong and mostly successful in leadership roles. They tend to have a good work ethic, character and integrity. Females usually are not for themselves and they are in it for the positive reasons. Men usually have to be valued by his name and it is not about positive results. Where as women are not driven by their position and they do not need credit for their achievements. Women are highly successful like, Oprah Winfrey, Hillary Clinton, Mayor Shirley Franklin, Johnetta Coles are just a few of the women who are very successful. I feel that women are capable to lead but are not given the chance like men.

Researcher: Can women lead in any position based on your perceptions?

Chief Executive Officer: Women are intense a lot but are good at leading in any role if they are given the chance. Women can be successful if they have the support of others. Women have good character and as I stated earlier, they do not need recognition like men do.

Researcher: Are female leaders meeting the expectations of an effective leader?

Chief Executive Officer: Well in some cases, Yes; it is hard to compare men and women because men are mostly in leadership position so women are not able to be fairly examined. Women are meeting the expectations overall because they are confident and they have what it takes to lead. Leaders should be allowed to follow their plan of action and have the support they need without prejudice and women have the skills and experience and creative ideas. People in leadership need to seek “outside the box” for solutions and not be afraid to do different things.

Researcher: Do you think the expectations are with men or women more or less considered effective.

Chief Executive Officer: As I stated earlier, women have confidence but sometimes are not getting the support of others. Men are more available and appointed many leadership positions because they are known as leaders more than women. I think women feel they are meeting the expectations and men probably feel they are not as effective.

Researcher: How important does the qualifications, leadership style, and effectiveness of female leaders influence their ability to effectively lead?

Chief Executive Officer: As for as qualifications, it is important to meet the minimum requirement. When you compare men and women job descriptions, it is important to identify strengths and weaknesses.
Appendix D (continued)

Women have to come up with a plan to move the organization to another level. I have been in government, then transportation, to organizations. I qualified for this position about 75% on paper, but have good qualities to move the organization to a level that is good and effective. A person do not need to have all the qualifications necessary but needs to know how to move the organization along. I have run this organization and have the ability to work with people successfully. I have a college degree but I did not complete my Master’s degree.

Researcher: What about leadership style of women?

Chief Executive Officer: As for Leadership style, you have to be flexible. As a leader you have a chance to move organization in time, but not all at once. People should be put in place in time. You do not need to change your style. It will depend on the organization on whether you change a different style to fit the organization. Sometimes certain leadership style do not fit an organization that do not need close monitoring.

Researcher: As for as effectiveness of female leaders, how does this apply?

Chief Executive Officer: For effectiveness, women are hard working, nurturing and tenacious leaders. Women have to learn how to work with men because sometime men do not want to follow women. Women many times are very effective in their leadership.

Researcher: What are the barriers that may prevent females from emerging in to leadership roles?

Chief Executive Officer: I think one of the barriers is family. Often women find themselves having to care for the children. They have to leave the job, tend to family and children. Some women are expected to stay at home to care for their child if they are sick.

Researcher: What about women who do not have children or husbands.

Chief Executive Officer: Women are not totally available to high positions because of children. But if they are not married or do not have children, then it usually is because of that “good ole boys” mentality. Women have to build relationship with their bosses.

But sometimes the guys go somewhere after work like, play golf, or to a sports place and women are not into that sort of thing. Women are excluded to build a relationship with the boss after hours and often it leads to men getting promotions or men being recognized.
Appendix D (continued)

Researcher: Do you think any other barriers may prevent women from emerging?

Chief Executive Officer: Women do have the confidence in their ability and skills. Women sometimes do not respect other women and men do not respect other women. Men don’t want to follow women in leadership. I see women that are successful in many leadership roles. They should not use gender or race because It doesn’t keep me back. I would do anything I wanted to do, and was successful in it. You have to ask yourself how to prepare yourself to get high position by setting yourself in good position with preparation.
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138


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