

# in leadership

Word Count: 4935



## **Introduction**

Since women gained the right to vote in 1920 many have acquired success in their political stride to set a precedent. From the 1931 election of Hattie Wyatt Caraway as the first elected senator, to today with a little over one-fifth representation in the major legislative branches to Hillary Rodham Clinton, the first woman to receive the presidential vote on behalf of any major political party. Today, 51% of the population is women, and even less in managerial positions (Murray & Carroll, 2017). The 2018 midterm elections has been the most hopeful for any women yet. With nearly 25% women representation in congress, to a female speaker of the house, a jump of this aptitude hasn't been seen since the 1990s. (Alexander & Anderson, 1993) The gender gap in business and political leadership is consistently growing, when in other fields such as science the opposite effect is seen. The New York Times and Fortune 500 collectively agreed, within 2018, nearly 25% of women executives fell. (Pew Research Center, 2018) With this trend increasingly growing, it becomes the necessity to figure out factors in which lead to underrepresentation. Many women in leadership today assert the principle of gender discrimination is what poses a threat to many women attempting to pursue a large executive role. (Alexander & Anderson, 1993) One aspect is consistent — women voting for other women in power is apparent, however men voting for women is almost nonexistent (Dolan, 2004). Women have consistently faced barriers into the political and business arena, and there has been much research on finding out why. This paper aims to address the perception of women in leadership starting with the question; How are perceptions of women in leadership in high stress situations reflective of our society in terms of Situational stereotyping and perceptive opinions?

## **Literature Review**

### ***Gender Roles***

There have been many different theories as to what predisposes the barriers to women's entry into leadership. Deborah Alexander and Kristi Anderson, researchers at Syracuse University suspect gender roles as a theory. (Alexander & Anderson, 1993) Their results show that gender roles are affecting the

perception of certain characteristics, labeling them either feminine or masculine, leading women candidates to be favorable or unfavorable. (Alexander & Anderson, 1993) Females are stereotyped as compassionate, compromising, emotional, and sensitive, while males are stereotyped as aggressive, assertive, self-confident, and tough (Alexander & Anderson, 1993).

### ***Egalitarian Theory***

Adopting a more Egalitarian ideology—relating to or believing in the principle that all people are equal and deserve equal rights and opportunities.— Alexander and Anderson determined women candidates were seen in a more positive light. (Alexander & Anderson, 1993) However, the majority of people adopted a more traditional view of gender stereotypes which women candidates were seen in a negative way (Alexander & Anderson, 1993) Similarly, Nicole Bauer, University of Louisiana State, found that activating stereotypes had a detrimental effect on women candidates. Casting women in stereotypical roles lead voters to perceive female candidates as less able to fulfill the demands of public office and reduces support (Bauer, 2014). However, if such stereotypes were not enacted women had a fair chance in competition with men. Both Bauer, Anderson, Alexander agree that gender predispositions are harmful to women candidates as a whole. (Alexander & Anderson, 1993 and Bauer, 2014)

### ***Model of Leadership***

There are three predisposed models of leadership, women who adopt traditional masculine models of leadership and power, women who adopt traditional feminine models of leadership and power, and women who resist social norms. (Kruse & Prettyman, 2008) However, each model yields different types of political success. When women overtly adapt characteristics commonly associated with men, they are accused of gender discrimination, nonetheless, when women are characterized as feminine they are the one who is oppressed by it. (Kruse & Prettyman, 2008) The models of leadership have become diametrically opposed on two sides of the spectrum. Alexander and Anderson studied the gender associations that follow female and male candidates. (Alexander & Anderson, 1993) Female

characteristic were said to be, honesty, and compassion, however, male characteristics were described as the ability to handle a crisis, be decisive and have emotional stability(Alexander & Anderson, 1993) Their notion supports Kruse and Prettyman’s argument due to the fact that simple characteristics of personality are embedded within leadership style.

### ***Physical Formidability***

Stereotypes are just the surface of the overall phenomena, in 1991 Gregg Murray, a researcher at Augusta University, linked evolutionary psychology in physical formability to leadership. In his research, he asked college level volunteers to illustrate their “ideal leader” meeting with a citizen. (Murray & Schmitz, 2011). Sixty four percent of people drew the leader taller than the citizen, while five percent of people drew them the same height. (Murray & Schmitz, 2011). A second study showed that as height increases, males are more likely to positively evaluate their qualification for running for office, while females are not. (Murray & Schmitz, 2011). This supports his assertion concluding that many people are more likely to vote for a person that is more physically fit and taller, specifically men (Murray & Schmitz, 2011). His results are not uncommon, an earlier study, in 1967 on ancient Mayan skeleton’s showed the leaders of the tribe had a bigger physical stature (Haviland, 1967) only further establishing the link between formability and leadership. Both researchers use different means of methods to reach their concurrent results further deepening the complexity. Evidence shows that human behavior is also affected by biological factors such as genetic inheritance (Murray & Alford, 2004).

To further examine the complexity of this discipline, researchers have evaluated which characteristics, in particular, that have psychological influence. In one study researchers judged one biological trait that cannot be changed: height. They had their subjects portray an ideal leader, only using height. Using photographs of male and female subjects, they asked who is perceived more leader-like. Results indicate that tall men are seen as more leader-like because of their perceived dominance, health, and intelligence; but taller women are only seen as more intelligent and therefore more leader-like. (Blaker, Rompa, Dressing, Vriend, Herschberg, Van Vugt, 2007) The same can be seen in hiring practices

in corporate employees. Both women and men were more likely to gain the position they applied for based on perceived competence, height, rather than intelligence. People who were perceived as having a greater physical stature also embodied higher reports of self-esteem. (Egolf & Corder, 1991) A combination of these to conclusions theorize why men are more likely to go into politics. Rather than the simple idea of gender stereotypes, formability allows men easier access to the political arena. (Egolf & Corder, 1991) Another biological trait that since has been evaluated is voice. Seventeen men and women were recorded saying “Vote for me this season” the goal being to test whether or not stereotypes were inflicted upon the voice. (Egolf & Corder, 1991) The results yielded the conclusion, men and women select candidates with lower voices. (Egolf & Corder, 1991) This idea can also be seen in more than just political scenarios.

It is clear that women face an imaginary wall created by perception leading to stereotypical characteristics being acquired. Researchers, Klatt, Eimlerb, at Krämer at a University in Germany tested the effects of hairstyling and makeup on women’s perceived leadership ability. They tested each variable differently to determine which had the most impact and which leadership characteristics could be (Klatt et al, 2016). Regarding competence, women with makeup, pants, or jewelry were rated higher than those wearing the other options, i.e. no makeup, jewelry, or skirt. (Klatt et al, 2016) Leading to the conclusion, that their femininity through clothing helped them receive higher reports of competence. (Klatt et al, 2016) However this conclusion is challenged by Elizabeth Purdue who suggests that feminine characteristics are what is stopping women to gain political success. (Purdue, 2017) A study done on Virginia Military Institution, VMI, examines one word characteristics and the gender that is perceived by them. Many responded with “honor,” “integrity,” “competence,” “respect,” “courage,” and “honesty.” (Purdue, 2017) Then the respondents were asked what gender these qualities were particularly attributed with 50% responded that they were attributed to men, 45% said they were attributed to both genders equally, and only 5% said it was attributed to women. (Purdue, 2017) The limitations presented in Purdue's argument is that VMI was an all-male school until its Supreme Court loss in 1996 forcing it to become open to women as well. (Purdue, 2017) This limitation also brings to light the longevity of

stereotypes within society. The responses of VMI cadets largely reflect long standing perceptions of female leaders in such areas as business, law and politics. (Purdue, 2017)

### *Census*

As seen in previous research, men dominate the field of formability and stereotypical depiction, but the question is to what extent? Murray challenged his previous conclusion by simulating four different scenarios to determine if a man would still be the most dominant in intergroup scenarios; war, peace, natural disaster requiring cooperation, as well as a control group. (Murray, 2014) His results broadly support the assertion that increased threat will lead to an increased preference for a male leader. (Murray, 2014) Compared to the war treatment, the peace and control treatments substantially increased the probability of imagining a female leader. (Murray, 2014) Adding on, another research study confirms the efforts of Murray, findings revealed that the preference for male versus female leadership varies systematically with the nature of group threat. During intra group competitions, people prefer a female leader, whereas in intergroup competitions, they prefer a male leader. (Spisak and Van Vugt, 2007)

**Hypothesis 1:** Women are more likely to prefer women as leaders than are men.

Elizabeth Conode, at Clemson University, adds to the complex idea of perception of women as managers. She linked likeability to future success women in a company setting (Conode, 2010). Women judged other women less harshly than men did combined with the fact that women are more likely to unify. (Conode, 2010 and Kruse & Prettyman, 2008) When it comes to voting efforts women are more likely to use gender-related issue positions in determining their vote choice than are men, leading them to be more female biased. (Dolan, 2004)

**Hypothesis 2:** Men are more likely to prefer men as leaders than are women.

Men consistently have shown their negative association of women's ability in leadership positions. Since most "leader like" characteristics are associated with men, this leads to a disparity within the field. Relating back to the principles of evolutionary psychology, males are more likely to positively evaluate their qualification for running for an elected office, while females are not. (Murray, 2014) Purdue supports this assertion through the misogynistic results of the VMI cadets. (Purdue, 2017)

## **Method**

The goal of this research is to find perceptions of women in leadership through the perspective of high school males and females. This study most closely aligns with Peters, Terberg and Taynor's, Women as Managers Scale (WAMS), who used a stratified questionnaire in order to evaluate perceptions of women as managers in college students. (Peters et al, 1974) Higher scores indicated positive attitudes toward women. The foundational work of Murray and Carroll also played a large part in the gender subtopics. (Murray & Carroll, 2017) Through the use of scenario based observation, Murray uses a different approach to the traditional survey. Survey questions were extracted from these sources and fixed for the population in question. This observational study was essential to analyzing the perceptions of women in leadership.

Data collected was from a large co-ed public high school, ranging in grades 9-12, in Granada Hills with a population of about 4,800 students. The school is most accomplished on the basis of academic excellence, and an extremely high graduation rate. The student body is ethnically and economically diverse with 39% Hispanic, 28% Asian, 26% white, and 4% African American, 52% of the population is socioeconomically advantaged. The diverse characteristics of the respondents yields a multitude of representation in this study. Due to the nature of this study, the school provided a diverse number of people with different levels of exposure to women in leadership. Data was collected five days a week over a one month period between 7:00am and 8:20am in which responses were collected based on seven school entrances.

As students entered the gates, every other one was asked to fill out the survey, this was most ideal due to many students entering campus at this time. Their student ID was collected in order to send out the survey via email. Student ID was also collected to avoid bias and pressure within the responses. The survey was created using google forms, a survey medium. The survey was emailed to the students every afternoon after the survey responses were collected. Using google forms, students were able to complete the survey on their own time without any constraints.

In order to create a statistically evident representative sample, the data was divided into seven different strata, for each of the seven points of entry. Each point of entry had been evaluated to estimate the percentage of students who enter each gate and since every student only enters school once, this eliminated the possibility of multiple responses to skew my data. Settings were also set on the form, allowing every person to only answer once. In the strata selected, only a certain number was used to mirror the percentages of students that actually enter the gates. Over 100 data responses were collected however, needed to be cut down to reflect the school population. The data was chosen based off of random selection. At the end of the survey, respondents were entered into an optional raffle based on email addresses for a fifteen dollar Starbucks gift card. Due to the overall nature of the study, gender perceptions on leaders, some responses were not applicable.

### ***Measure***

All the questions used in the survey were previously used by Conde (2015) and Murray (2018). Both studies are key foundational sources in which align the present research to what has been evaluated in the past. The survey consisted of three sections: demographics, gender based scenario perceptions, and Women as Managers. (See chart below) The majority if questions were Likert style, rated on a one to seven scale. One of the most notable methods of mechanical data collection in my study and in Murray's (2018) is the method of choice. Through this process, a sample size of n=84 was used to form data analysis. One represents strongly disagree while 7 represents strongly agree.



Table 1

Questions	Measurement Scale	Source
Demographics	Assorted	
What gate did you come in from?	Flagpole, Teacher lot, Service road east, Hiawatha, Service road west, J gate, Kingsbury	Self-identified
How old are you?	13, 14, 15, 16, 17, 18	Self-identified
What is your gender?	Male, Female	Self-identified
What is your race?	African American, Asian, Caucasian, Hispanic, Other	Self-identified
Scenario Based Responses on Gender Perceptions		
countries that suggests its long-term survival is at risk. Create in your mind the national leader of your country, such as a president or prime minister, whom you would want to lead the country during a time of war. This should not be a real person but should be a fictitious person who has all the characteristics and qualities you want in the leader of your country during a time of war.	Not Measured	Murray
Questions that follow		
Is your imagined leader a male or female?	Male, Female	Murray
Women have the capability to acquire the necessary skills to be successful leaders in this scenario	Likert Scale: Strongly Disagree (1), Disagree (2), Slightly Disagree (3), Neutral (4), Slightly Agree (5), Agree (6), Strongly Agree (7)	Conde, Peters, Terborg, and Taynor et al
It is less desirable for women than men to have a job that requires responsibility in this scenario.	Likert Scale: Strongly Disagree (1), Disagree (2), Slightly Disagree (3), Neutral (4), Slightly Agree (5), Agree (6), Strongly Agree (7)	Conde, Peters, Terborg, and Taynor et al
Women are good at realistic assessment of political situations	Likert Scale: Strongly Disagree (1), Disagree (2), Slightly Disagree (3), Neutral (4), Slightly Agree (5), Agree (6), Strongly Agree (7)	Conde, Peters, Terborg, and Taynor et al
Challenging work is more important to men than it is to women in this situation.	Likert Scale: Strongly Disagree (1), Disagree (2), Slightly Disagree (3), Neutral (4), Slightly Agree (5), Agree (6), Strongly Agree (7)	Conde, Peters, Terborg, and Taynor et al
Women cannot be aggressive in this situation	Likert Scale: Strongly Disagree (1), Disagree (2), Slightly Disagree (3), Neutral (4), Slightly Agree (5), Agree (6), Strongly Agree (7)	Conde, Peters, Terborg, and Taynor et al
Men and women should be given equal opportunity for participation in management training programs.	Likert Scale: Strongly Disagree (1), Disagree (2), Slightly Disagree (3), Neutral (4), Slightly Agree (5), Agree (6), Strongly Agree (7)	Conde, Peters, Terborg, and Taynor et al
Women As Managers Perceptions		
On the average, women managers are less capable of contributing to a country's overall goals than are men.	Strongly Disagree (1), Disagree (2), Slightly Disagree (3), Neutral (4), Slightly Agree (5), Agree (6), Strongly Agree (7)	Conde, Peters, Terborg, and Taynor et al
It is not acceptable that women assume leadership roles as often as men	Strongly Disagree (1), Disagree (2), Slightly Disagree (3), Neutral (4), Slightly Agree (5), Agree (6), Strongly Agree (7)	Conde, Peters, Terborg, and Taynor et al
The business community should someday accept women in key managerial positions.	Strongly Disagree (1), Disagree (2), Slightly Disagree (3), Neutral (4), Slightly Agree (5), Agree (6), Strongly Agree (7)	Conde, Peters, Terborg, and Taynor et al
Society should regard work by female managers as valuable as work by male managers.	Strongly Disagree (1), Disagree (2), Slightly Disagree (3), Neutral (4), Slightly Agree (5), Agree (6), Strongly Agree (7)	Conde, Peters, Terborg, and Taynor et al
It is acceptable for women to compete with men for top executive positions.	Strongly Disagree (1), Disagree (2), Slightly Disagree (3), Neutral (4), Slightly Agree (5), Agree (6), Strongly Agree (7)	Conde, Peters, Terborg, and Taynor et al
The possibility of pregnancy does not make women managers less desirable managers than men.	Strongly Disagree (1), Disagree (2), Slightly Disagree (3), Neutral (4), Slightly Agree (5), Agree (6), Strongly Agree (7)	Conde, Peters, Terborg, and Taynor et al
Women tend to allow their emotions to influence their managerial behavior more than men do.	Strongly Disagree (1), Disagree (2), Slightly Disagree (3), Neutral (4), Slightly Agree (5), Agree (6), Strongly Agree (7)	Conde, Peters, Terborg, and Taynor et al
To be a successful executive, a women does not have to sacrifice some of her femininity (i.e., womanly qualities).	Strongly Disagree (1), Disagree (2), Slightly Disagree (3), Neutral (4), Slightly Agree (5), Agree (6), Strongly Agree (7)	Conde, Peters, Terborg, and Taynor et al

On the average, a woman who stays at home all the time with her children is a better mother than a woman who works outside the home at least half-time.	Strongly Disagree (1), Disagree (2), Slightly Disagree (3), Neutral (4), Slightly Agree (5), Agree (6), Strongly Agree (7)	Conde, Peters, Terborg, and Taynor et al
Women are less capable of learning mathematical and mechanical skills than are men	Strongly Disagree (1), Disagree (2), Slightly Disagree (3), Neutral (4), Slightly Agree (5), Agree (6), Strongly Agree (7)	Conde, Peters, Terborg, and Taynor et al
Women are not ambitious enough to be successful in the business world.	Strongly Disagree (1), Disagree (2), Slightly Disagree (3), Neutral (4), Slightly Agree (5), Agree (6), Strongly Agree (7)	Conde, Peters, Terborg, and Taynor et al
Women cannot be assertive in business situations that demand it.	Strongly Disagree (1), Disagree (2), Slightly Disagree (3), Neutral (4), Slightly Agree (5), Agree (6), Strongly Agree (7)	Conde, Peters, Terborg, and Taynor et al
Women possess the self-confidence required of a good leader.	Strongly Disagree (1), Disagree (2), Slightly Disagree (3), Neutral (4), Slightly Agree (5), Agree (6), Strongly Agree (7)	Conde, Peters, Terborg, and Taynor et al
Women are not competitive enough to be successful in the business world.	Strongly Disagree (1), Disagree (2), Slightly Disagree (3), Neutral (4), Slightly Agree (5), Agree (6), Strongly Agree (7)	Conde, Peters, Terborg, and Taynor et al
Women are at least as capable as men in controlling their subordinate staff.	Strongly Disagree (1), Disagree (2), Slightly Disagree (3), Neutral (4), Slightly Agree (5), Agree (6), Strongly Agree (7)	Conde, Peters, Terborg, and Taynor et al

My GHC Study 2019

## Findings

### Data Summary

To analyze the data each subtopic used a different method. Adopting the method of Murray and Carroll, situational stereotyping was analyzed by graphical analysis, and Women as Managers by Peters, Terborg and Taynor was analyzed through correlation. (Murray & Carroll, 2017) The purpose of analyzing these subtopics in different mediums is to align my research with my foundational literature. The graph below depicts each question followed by the mean and median broken down by subtopic.

Table 2

Situational Stereotyping	Mean	Median
Women have the capability to acquire the necessary skills to be successful leaders in this scenario	6.17	7
It is less desirable for women than men to have a job that requires responsibility in this scenario.	3.27	3
Women are good at realistic assessment of political situations	5.77	6
Challenging work is more important to men than it is to women in this situation. +	2.42	2
Women cannot be aggressive in this situation +	2.27	1.5
Women as Managers		
Men and women should be given equal opportunity for participation in management training programs.	6.57	7
On the average, women managers are less capable of contributing to a country's overall goals than are men. +	1.79	1

<b>It is not acceptable that women assume leadership roles as often as men +</b>	2.08	1
<b>The business community should someday accept women in key managerial positions.</b>	6.36	7
<b>Society should regard work by female managers as valuable as work by male managers.</b>	6.34	7
<b>It is acceptable for women to compete with men for top executive positions.</b>	6.65	7
<b>The possibility of pregnancy does not make women managers less desirable managers than men.</b>	5.48	6
<b>Women tend to allow their emotions to influence their managerial behavior more than men do. +</b>	3.42	4
<b>To be a successful executive, a women does not have to sacrifice some of her femininity (i.e., womanly qualities).</b>	5.08	6
<b>On the average, a woman who stays at home all the time with her children is a better mother than a woman who works outside the home at least half-time.</b>	5.08	6
<b>Women are less capable of learning mathematical and mechanical skills than are men +</b>	1.49	1
<b>Women are not ambitious enough to be successful in the business world. +</b>	1.51	1
<b>Women cannot be assertive in business situations that demand it. +</b>	1.86	1
<b>Women possess the self-confidence required of a good leader.</b>	6.01	7
<b>Women are not competitive enough to be successful in the business world. +</b>	1.97	1
<b>Women are at least as capable as men in controlling their subordinate staff.</b>	5.77	6

(+) *Reversed Scale Questions*

The population in which this study was conducted had a generally positive view on women in leadership. All the means and medians are skewed in favor of female leadership. In a reversed question a score of one represents favorable opinions of women. As seen in the reversed questions above, all the medians are around 3.5-1.4 which highlights the favorable perceptive opinions. In the normal scaled questions, means were between the range of 6.57-5.08 yet again proving the favorable opinions the population had.

### **Situational Stereotyping**

In the high stress scenario, each respondents were asked to create a fictitious leader in a time of war, and immediately answer the question “Is your imagined leader male or female?” 51% of the population reported male, and 49% of the population reported female. Looking at the general histogram, this statistic is insignificant since the population is divided equally. However, the data broken down by gender is much more significant. Of the females who responded 72.2% imagined a female leader and 25.9% imagined a male leader. Of the males that responded 93.5% preferred a male leader and 6.5% preferred a female leader. These findings are consistent of those of Murray and Carroll who assert “being a female versus

male subject statistically increased the probability of preferring a female leader and decreased the probability of preferring a male leader.” Females were four times more likely to choose their opposite gender than were their male counter parts. This finding is consistent with Schmitz and Murray who concluded physical formability as a main factor of choosing an ideal leader. My population exhibited the same results, as females choose males as their ideal leader based off of physical formability and stereotypical relevance. The graphs below depicts both histograms, general and by gender.

Figure 1

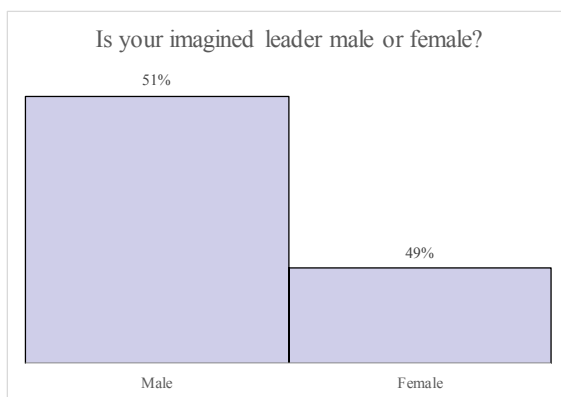
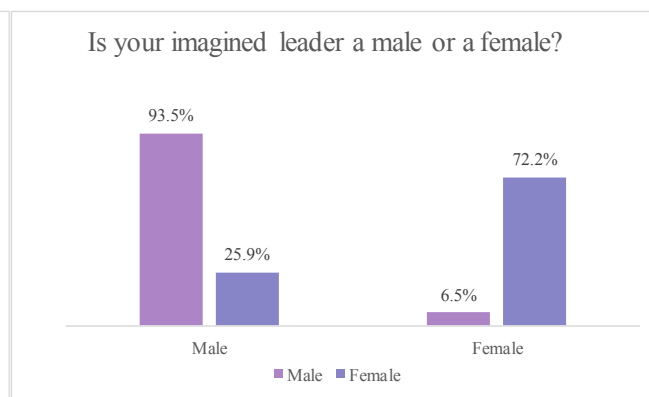


Figure 2

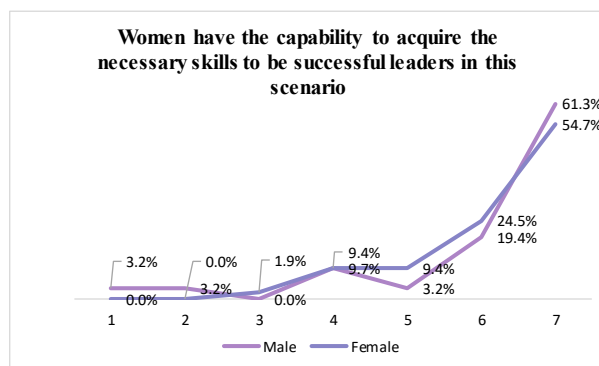


Source: My GHC Study 2019

Further evaluating situational stereotyping of this nature, the statement “women have the capability to acquire the necessary skills to be successful leaders in this scenario” was asked. As shown below, the majority of respondents were in favor of women. The trend line highlights men and women respectively, with women being in favor of other women, as predicted by Murray and Carroll. (Murray & Carroll, 2017) The male trend line is consistent however their percentages for 1 were a lot higher than Women. This finding is consistent with “challenging work is more important to men than it is to women” as the female trend line is higher than the males at 1 but the males are higher than the females at 7. This an example of a reversed question, meaning favorability of women in leadership is rooted at the number 1 instead of 7. Looking at another type of reversed question “women cannot be aggressive in this scenario” the trend line remains consistent with the other two findings. Women in the population were more in favor of womanly leadership than were males. Given the high stress scenario, these perceptions were

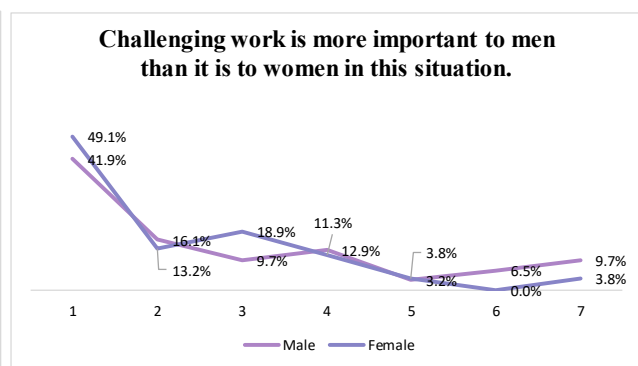
rooted on the statement “a time of war”. Not only does personal bias play a role in the perception of women leaders, the high stress component illustrates the underlying perception of the respondents. This finding relates to that of Purdue who asserts women involved in high stakes competition are more likely to be followed by women than men (Purdue, 2017). Men are more likely to rebel due to their own gender preferences, which is an underlying cause of situational stereotyping. Murray and Carol found “greater gender stereotyping was associated with a stronger preference for a male leader and a weaker preference for a female leader” (Murray & Carroll, 2017). This assertion holds true in my study because many of the trend lines depict men as the reason for higher negative results. On the contrary, Peters, Terborg and Taynor found that females expressed significantly more favorable attitudes than males while my trend line shows that females would disagree with the statements on a stronger level (Peters et al, 1974).

Figure 3



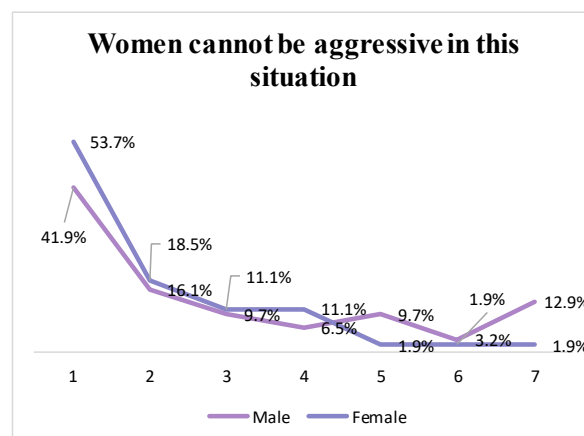
My GHC Study 2018

Figure 4



My GHC Study 2018

Figure 4



## Women as Managers

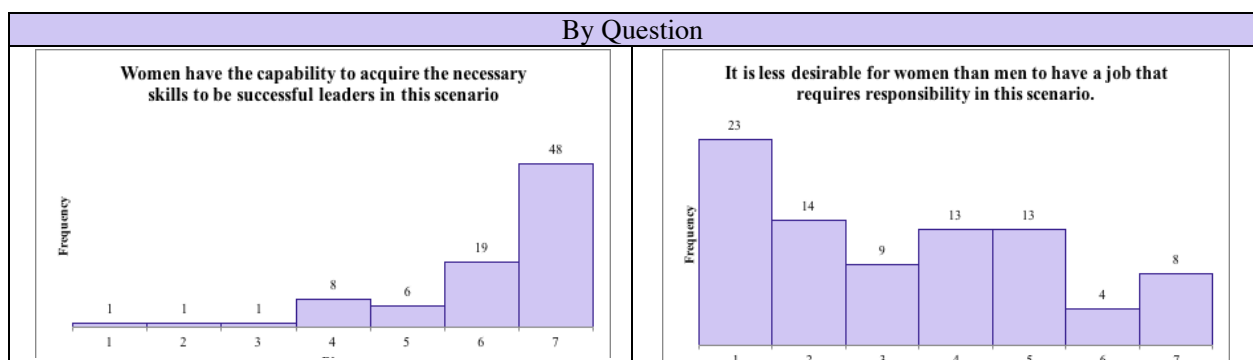
### Histograms

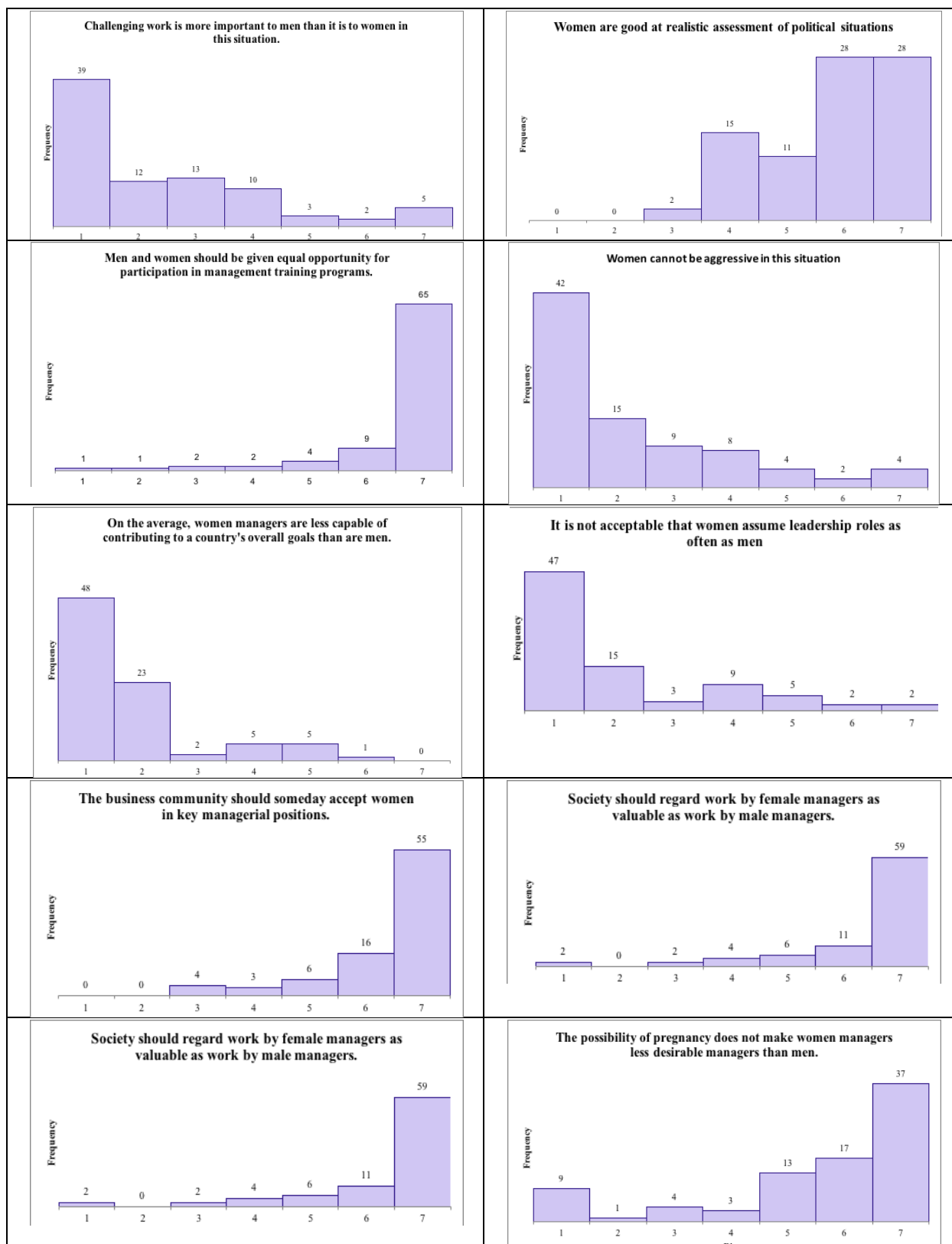
Some statements that yielded the most favorable responses of women in leadership were

“Women have the capability to acquire the necessary skills to be successful leaders,” “Men and women should be given equal opportunity for management training programs,” “The business community should someday accept men and women equally.” All of these statements establish equality between males and females. Utilizing an egalitarian perspective, Alexander and Anderson’s research is comparative to the results seen here (Alexander & Anderson, 1993).

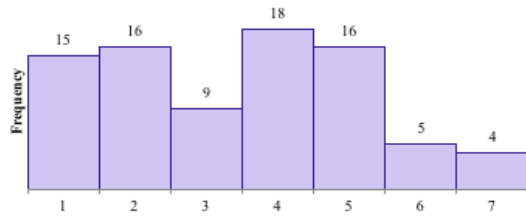
Anderson and Alexander assert women’s capability of leadership is undermined by stereotypical boundaries (Alexander & Anderson, 1993). In these questions, the population does not exhibit stereotypical tendencies. On the contrary, the questions “women tend to allow their emotions to influence their managerial behavior,” “A woman that stays home all the time is a better mother than a woman that works,” and “It is less desirable for women than men to have a job that requires responsibility” all exhibit the impact of stereotypes that Anderson and Alexander described in their research (Alexander & Anderson, 1993).

Table 3

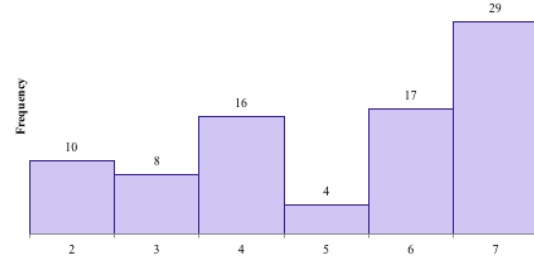




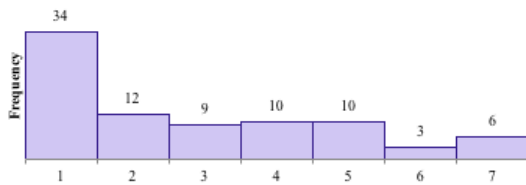
**Women tend to allow their emotions to influence their managerial behavior more than men do.**



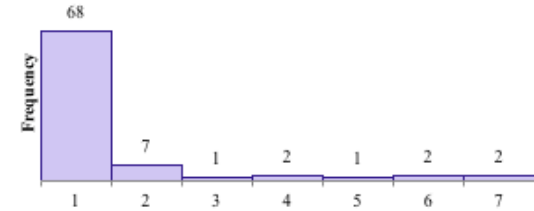
**To be a successful executive, a woman does not have to sacrifice some of her femininity (i.e., womanly qualities).**



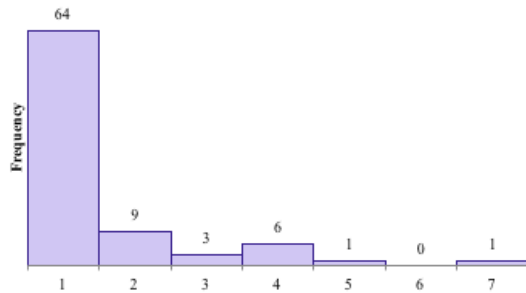
**On the average, a woman who stays at home all the time with her children is a better mother than a woman who works outside the home at least half-time.**



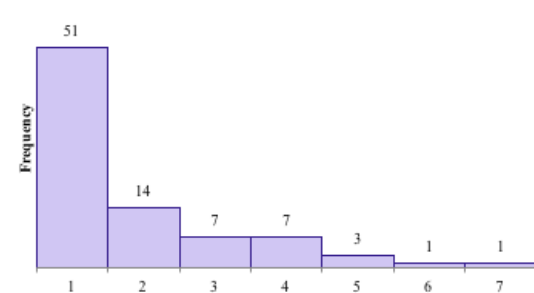
**Women are less capable of learning mathematical and mechanical skills than are men**



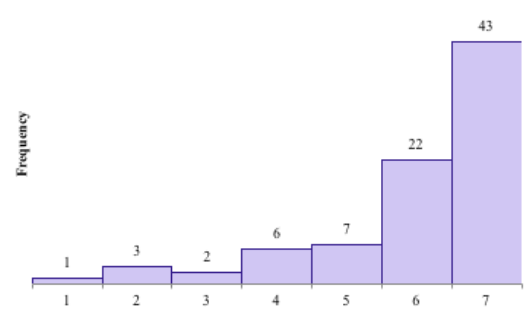
**Women are not ambitious enough to be successful in the business world.**



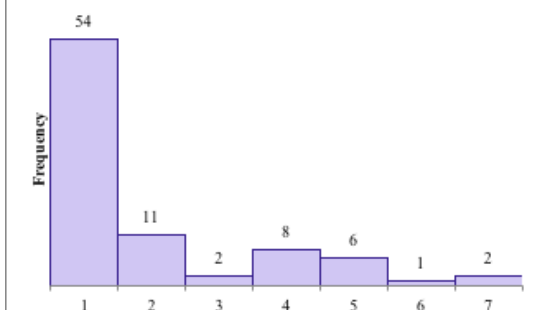
**Women cannot be assertive in business situations that demand it.**



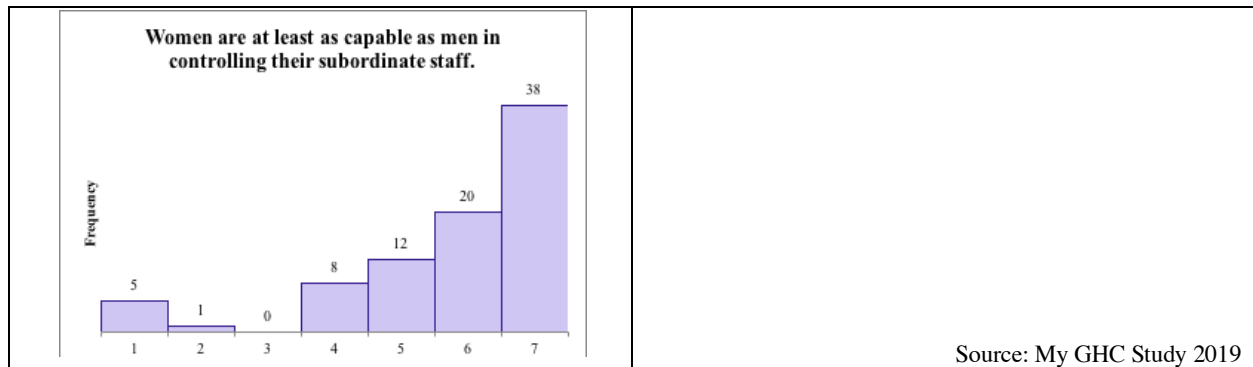
**Women possess the self-confidence required of a good leader.**



**Women are not competitive enough to be successful in the business world.**







Analyzed through correlation, the Women as Managers questions were compared to each other to find tendencies in the respondent's answers. The table below shows all the correlations for WAMS.

(Peters et al, 1974)

Table 4

	management training	self goals	leadership roles	total positions	able work	leave positions	by of pregnancy	total influence	by femininity	time mom / R	total and mechanical	ambitious	assertive	confidence	betwixt enough	to subordinate staff
equal opportunity management training	1.00															
less capable of contributing to overall go	-0.60	1.00														
(n) women assume leadership roles	-0.25	0.34	1.00													
accept women in key managerial positions	0.78	-0.59	-0.28	1.00												
valuable work	0.57	-0.43	-0.15	0.61	1.00											
compete for top executive positions	0.58	-0.68	-0.21	0.69	0.55	1.00										
possibility of pregnancy	0.45	-0.59	-0.07	0.38	0.41	0.54	1.00									
(R) emotions to influence managerial beh	-0.38	0.35	0.25	-0.52	-0.22	-0.26	-0.25	1.00								
sacrifice femininity	0.14	-0.23	-0.13	0.25	0.15	0.21	0.20	-0.07	1.00							
(R) stay at home mom	-0.35	0.38	0.28	-0.44	-0.22	-0.17	-0.29	0.34	-0.21	1.00						
(R) mathematical and mechanical skills	-0.30	0.20	0.16	-0.41	-0.30	-0.31	-0.24	0.14	-0.02	0.25	1.00					
(R) ambitious	-0.50	0.34	0.32	-0.57	-0.42	-0.34	-0.26	0.33	-0.14	0.42	0.65	1.00				
(R) assertive	-0.47	0.36	0.22	-0.51	-0.34	-0.34	-0.28	0.41	-0.26	0.41	0.43	0.71	1.00			
self-confidence	0.41	-0.32	-0.31	0.45	0.26	0.31	0.32	-0.53	0.18	-0.37	-0.30	-0.51	-0.48	1.00		
(R) competitive enough	-0.44	0.44	0.39	-0.47	-0.32	-0.28	-0.34	0.42	-0.14	0.54	0.35	0.63	0.65	-0.43	1.00	
controlling subordinate staff	-0.44	-0.30	-0.11	0.47	0.32	0.28	0.21	-0.40	0.06	-0.21	-0.13	-0.28	-0.22	0.40	-0.25	1.00

My GHC Study 2018

There was a strong positive correlation of 0.78 between management training and acceptance of women in key managerial positions. This result indicates that people who view accessibility of training programs for women also view the capability of women to acquire these positions as high too. Similarly, management training also had a moderate positive correlation to women having valuable work (0.57) and competition for top executive positions (0.58). This establishes that people in favor of women in leadership are more likely to respond positively to it. Terborg, Taynor and Peter's also found similar results in their study (Peters et al, 1974). Respondents that were favorable of women in leadership had a stronger positive correlation. The reversed scale questions have the opposite effect because 1 means favorable and 7 means not favorable.

Therefore, the respondents that were in favor of women in leadership would have a strong negative correlation to the non-reversed questions. To further establish the connection of these claims, the statement “On the average, women managers are less capable of contributing to a country's overall goals than are men” is negatively correlated to “It is acceptable for women to compete with men for top executive positions” at  $-0.68$ .

Some of the data had no correlation to each other. The statement “A woman does not need to sacrifice her femininity to be a leader” had little to no significant correlation to “women managers are less capable of contributing to a country's overall goals than are men” (0.20) and “It is not acceptable that women assume leadership roles as often as men.” (0.16) The same pattern can be seen with the statements “It is not acceptable that women assume leadership roles as often as men” and “Women are at least as capable as men in controlling their subordinate staff.”( $-0.11$ )

How are perceptions of women in leadership in high stress situations reflective of our society in terms of Situational stereotyping and perceptive opinions? This question is answered through the many levels of analysis. The graphical analysis established the principal of same gender influences in which my research agreed with the foundational study of Murray and Carroll (Murray & Carroll, 2017) Hypothesis one--Women are more likely to prefer women as leaders than are men—proved true through the graphical analysis. Hypothesis two— Men are more likely to prefer men as leaders than are women was partially supported through the correlation and graphical analysis as well. My research further establishes the connection between male and female preferences and its effect on women in leadership. Physical formability also played a role in determining the ideal leader of the high stress scenario. Schmitz and Murray tied together voter preferences with large stature to incorporate evolutionary psychology (Schmitz & Murray, 2011) Although there were no physical traits being measured.

There were many limitations in this study that may undermine the credibility of this work. The area in which the study was conducted is very diverse ethnically but not politically. The influence of

liberalism may have impacted the study to overly favor women. Another limitation is the tools that were used to analyze the data. Foundational literature used in this study analyzed the data through a complex form of regression created by the author. My study utilizes the connection between regression and correlation to analyze the data. This study confirms that high school students are more in favor of women in leadership. Some implications found in my study is the increasing acceptance of women in leadership. The next stage of research on this topic would be evaluating perceptive opinions in specific areas of work, such as science, politics, business and more. The results indicate, while all though gender preferences play a role in the perception of women in leadership, high school students are more likely to support a new generation of women leadership.

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# Women in Leadership - War Scenario

PLEASE BE HONEST!!

\* Required

## 1. What gate did you come in from? \*

Mark only one oval.

- ☐ Flagpole (Zelzah)
- ☐ Zelzah Teacher Parking lot
- ☐ Service road East
- ☐ Hiwartha Lot (PE)
- ☐ Service Road West
- ☐ J gate
- ☐ Kingsbury

## Demographic questions

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## 2. How old are you?

Mark only one oval.

- ☐ 13
- ☐ 14
- ☐ 15
- ☐ 16
- ☐ 17
- ☐ 18

## 3. What is your gender?

Mark only one oval.

- ☐ Male
- ☐ Female
- ☐ Other

**4. Race**

Mark only one oval.

- ☐ African-American
- ☐ Asian
- ☐ Caucasian
- ☐ Hispanic
- ☐ Other

## Leadership War Scenario

---

Imagine that your country is experiencing a time of ongoing war with neighboring countries that suggests its long-term survival is at risk. Create in your mind the national leader of your country, such as a president or prime minister, whom you would want to lead the country during a time of war. This should not be a real person but should be a fictitious person who has all the characteristics and qualities you want in the leader of your country during a time of war.

**5. Is your imagined leader a male or female?**

Mark only one oval.

- ☐ Male
- ☐ Female

## Leadership War Scenario

Imagine that your country is experiencing a time of ongoing war with neighboring countries that suggests its long-term survival is at risk. Create in your mind the national leader of your country, such as a president or prime minister, whom you would want to lead the country during a time of war. This should not be a real person but should be a fictitious person who has all the characteristics and qualities you want in the leader of your country during a time of war.

**6. Women have the capability to acquire the necessary skills to be successful leaders in this scenario**

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

**7. It is less desirable for women than men to have a job that requires responsibility in this scenario.**

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

**8. Women are good at realistic assessment of political situations**

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

**9. Challenging work is more important to men than it is to women in this situation.**

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

**10. Women cannot be aggressive in this situation**

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

**11. Men and women should be given equal opportunity for participation in management training programs.**

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

## Woman As Managers

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**12. On the average, women managers are less capable of contributing to a country's overall goals than are men.**

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

**13. It is not acceptable that women assume leadership roles as often as men**

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree



14. **The business community should someday accept women in key managerial positions.**

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

15. **Society should regard work by female managers as valuable as work by male managers.**

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

16. **It is acceptable for women to compete with men for top executive positions.**

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

17. **The possibility of pregnancy does not make women managers less desirable managers than men.**

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

18. **Women tend to allow their emotions to influence their managerial behavior more than men do.**

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

19. **To be a successful executive, a women does not have to sacrifice some of her femininity (i.e., womanly qualities).**

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

20. **On the average, a woman who stays at home all the time with her children is a better mother than a woman who works outside the home at least half-time.**

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

**21. Women are less capable of learning mathematical and mechanical skills than are men**

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

**22. Women are not ambitious enough to be successful in the business world.**

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

**23. Women cannot be assertive in business situations that demand it.**

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

**24. Women possess the self-confidence required of a good leader.**

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

**25. Women are not competitive enough to be successful in the business world.**

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

**26. Women are at least as capable as men in controlling their subordinate staff.**

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

**Gift card**

The survey is anonymous, however, if you want to be eligible for a \$25 Starbucks gift card please write your email down in the survey. Thank you!

**27. Email**


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