

EXTENDED ABSTRACT

A REVIEW OF GENDER STEREOTYPES AND LEADERSHIP CONCEPTS IN EMERGENCE OF FEMALE LEADERS

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Abstract

Reducing gender inequality and empowering the women to become as leader is most essential and challengeable one. In order to increase wealth of the economy of the Country and world as whole, gender equality and women empowerment should be increased but, whatever the initiative action has been taken, gender inequality is being unavoidable. The labor force participation of women as of 2017 is 36.6% in Sri Lanka, especially this paper analyzing the reasons why the women are behind in gender equality and women empowerment through analyzing varies type of literature in this topic. Based on the review of literature, it has been identified list of factors, that being obstacle to women to move on career ladders and attains gender Equality, such as negative gender stereotypes of Women and in male dominating work environment efficiency of the women is comparatively less than male counterpart, except this negative argument, there few supporting argument presented favor to women leadership that will lead to reduce gender inequality in which some of the supporting arguments are connected the leadership with feminine role, in details in the contemporary world the organization seeks transformational style of leadership. that is exist in feminine character of gender role furthermore supportive environment to female employee and achievement orientation of women with self-confidence are being the reason successful women leadership and reducing gender inequality.

Keywords: Gender stereotypes, leadership concept, gender inequality, transformational leader, supportive environment

1. Introduction

Gender equality is essential for socio-economic Development of a country. Natural resources, labor, and human capital are the three important fundamental Things in creating wealth of nation. Women play an important role both in building the family and the organization through their valuable Contribution. Comparing Contribution of the female employee to the total employment, the level of senior Managers, Senior Officials and Legislators is only 24.8% but in Clerks & Clerical support workers contribution is 52.1% (International Labor Organization, 2018). But According to the University Grant Commission Statics (2018), enrolment of undergraduate the female is 63percent and enrolment of male student is 37%, in Sri Lanka majority of the women working in service sector but comparing with education they are lower in managerial Rank and half of the workforce of women underdeveloped or underutilized (Asian Development Bank,2017). In human development indicator, Human Development Index (HDI), Inequality-Adjusted Human Development Index (IHRI-0.782), Gender Development Index (GDI),Gender Inequality Index (GII), and multi-Dimensional Poverty

Index (MPI) in which Sri Lanka has been succeeded before many years back in Inequality-Adjusted Human Development Index (IHDI) That is 0.782, but in gender equality lags behind the Global Development agendas. That means Gender Inequality Index (GII) that is 0.401 of Sri Lanka. (Human Development Report, 2020, para 2.). This situation raises the question (1) why the women are less behind the men in leadership.

Women face many obstacles when moving to career Advancement. Even though the women have adequate education, pool of knowledge, Skill and Attitude, they are struggling to go up in the Career Ladder as men do, because beyond that those education, pool of knowledge, Skill and Attitude something that preventing the women to move the career advancement. That is gender stereotypes and certain leadership concept being as barriers at the same time, certain leadership concept being support for emergence of female leader. Because leadership is linked with masculine and feminine gender role. In order to increase wealth of the Country's economic gender gap should be reduced in the labor rate participation. In Sri Lankan context there are very less empirical study has been carried out in this topic while this type of research is very essential to the social and economic Development of the Country.

2. Literature review

2.1 Gender Stereotypes and women

One of the major Surveys of catalyst (2002). Identified that negative Stereotype and preconception of a women are the major barrier for promotion. A growing number of studies contribute to the findings that males are promoted frequently and rapidly than female even the qualification to the female counterpart is equal (Owen and Todor, 1993; Cordano 2002; Tomkiewicz,2004). Eagly and Karau (2002).Bhatnagar and Swamy (1995), stated that Discrimination occurs when we treating the people based on gender and other social background at the time, not considering Knowledge, Skill, and Ability. Some perceptions about female lead to project stereotypical of women leadership, for instance the stereotypes are (1) women working only for to get supplement income to run their family, so they are not capable for driving an organization (2) women are so emotional and have lack of aggressiveness, risk taking, decisiveness because these characters of women it is perceived that they are being incapable to leadership position, further more (3) Women leaders are not motivated through power needs but affiliation motive, but when position requires aggressiveness, risk taking, decisiveness, at the time affiliation motive will not works because certain time it requires power needs, and also (4) distribution of family responsibilities main performing house hold duties like purchasing day to day house hold things, looking after the Child, parents and in-laws are allocated to female (Guney, Gohar, Kilic and Akinci, 2006). This Stereotype perception of a women being an obstacle to move on their career path. Coloman (1994), found in his Study women they themselves are more likely to lack of Confident than men. The family responsibility & family attachment of the women has been created Myth and stereotypical images of women (Dorsey, 1996). Successful women leaders perform equally well or even better than men in the same hierarchical position (Eagly et al., 1995, 2003). Even gender stereotype not change the women's roles has been changing (Rudman, Moss-Racusin, Glick, & Phelan, 2012, p. 177). "Men could become losers in a global economy that values mental power over might" (Conlin, 2003, p.78) contemporary women well ready and possess adequate quality to accept leadership than men do.

2.2 Leadership and women

Leadership role of women is less effective when leadership roles defined in masculine term and more effective when defining in feminine term (Egley et al's, 1992). Bowen et al's (2000) most of the study was very supporting pillar to proof Egley works, (a) women effectiveness in leadership role negatively affected by male domination in the field (B) when male subordinate increase effectiveness of women is decreased; (c) when men is the rater of leader effectiveness the performance of the female leader is

less and further again, Egly et al's (2003) reveal that female leader follows more (a) Transformational Leadership Style (b) involved contingent reward behaviors. At the same time Male manager Following Transactional Leadership Style. McGregor Burns (1978), labeled transformational leadership in this leadership style leader perform as mentor and empower their subordinate to perform better and help to develop them, as women have sound interpersonal skill and have feminine characteristic comparatively high, this transformational leadership style best suit for female. paolillo(1981) in his study found that compare to line or supervisory management level middle management level require more interpersonal skill so the women in the middle level management is very effective than men counterpart. Egly et al's (2003) reveal that female leader follows more (a) Transformational Leadership Style (b) involved contingent reward behaviors. At the same time Male manager Following Transactional Leadership Style. Because transformational Leadership consist of plenty of feminine Characteristic but some of contemporary studies reveals that how the women performing better in the male dominated work Enrico, Mendiola (2020), conducted a research with purposively selected seven women executive Officers (CEO) in Philippines in which they found that raising family and career advancement at the same is Difficult, and identify in that studies Six challenges to the career progress of women such as (1) women are in charge for House hold, (2) Expectation as mother (Motherhood of female) (3) limited representation of the boardroom (4) Discrimination as a women Leader (5) women not seen as leader, and finally (6) husband ego. except those challenges that Studies identify that four things served to become successful in career such as (1) Equal Opportunity Culture (2) Career path and diversity, (3) enlightened husband beyond that studies Identified that female Competitive mindset, can do attitude, accountability, Openness to learn and continually reinvestment to Self-development.

According to Campton (1990). Lack of role models, Mentoring, Network option and complexity of dual role is the reason for the women to go for the career advancement. Schin (1973) in her study she developed 92- item questionnaire that study finding shown that good managers is described by masculine term and this situation is described as "Think Manager, Think Male" continuing that later studies conforming those findings (Brenner et al., 1989; Powell and Butterfield, 1979; Heilman et al., 1995; Willemssen, 2002). dimitrios Mihil (2007) in his study finding suggest that male employees have negative Stereotype towards female employees than female counterparts This findings adding more Strength to Schein's work that "Think Manager, Think Male". in performance evaluation of women and men it have been noticed some sort of bias in the senior management level (Heilman, 1997; Martell, Lane, & Emrich, 1996). individual level, organizational level, cultural level and political level the Contribution female employees has been growing (Jackson, 1998). individual level female employee contributing to the human capital by shifting from their domestic work to paid work and number of female student growing in selection of courses university. In which male are dominating such as engineering (Astin, Parrott, Korn, & Sax, 1997).

3. Conclusion

The studies of literature findings that women face more disadvantage in different way because of negative gender stereotype, but based on the different leadership styles have both advantages and disadvantages to the female. Male dominated or masculine characteristic related work, female faces some sort of difficulties because feminine Characteristic of women not matching in male dominating works environment. If the female want to be Success in male Dominating work Women leader want to pass double standard requirement and should have proof their outstanding achievement compare to men to get the recognition as a leader. Generally, women in the leadership position in male dominated works are being with hard working ability, high achievement oriented, emotionally stable.

Except others perception, female themselves have negative prejudicial judgment, for instance the female employees feel that, if they are growing in the car Campton good leader and enjoying leadership position when the job itself require feminine characteristic In this situation transformation

leadership Style best suit to female with feminine characteristic Now most of the leadership position requires transformation leadership Style, It will be favor to female to emerge as Successful leaders.

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