

1-1-2010

A Comparison Of Leadership Styles And Gender Role Internalization Among Female Managers In The United States

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Recommended Citation

Young, Jennifer; Beauchamp, Barbara; Jackson-Dowd, Susan; and Dunnagan, Karen (2010) "A Comparison Of Leadership Styles And Gender Role Internalization Among Female Managers In The United States," *Academic Leadership: The Online Journal*: Vol. 8: Iss. 4, Article 2.

DOI: 10.58809/YGZO7783

Available at: <https://scholars.fhsu.edu/alj/vol8/iss4/2>

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Academic Leadership Journal

A proliferation of scholarly research on female leadership conducted in the last 30 years focuses on leadership style and how it differs from that of men. Early research on leadership focused on leadership styles such as democratic and autocratic and participative and directive. In 1978, James MacGregor Burns categorized leadership as transformational or transactional. Leaders who lead by “exchanging one thing for another” are transactional leaders and those who create an atmosphere where followers exceed performance expectations because the goals of the organization align with

According to Bass (2005), the MLQ construct *Transformational Leadership* consists of several sub-constructs: *Idealized Influence*, *Inspirational Motivation*, *Intellectual Stimulation*, and *Individualized Consideration*. In Individualized Consideration, the leader pays attention to the needs of each individual follower and acts as a mentor. The leader creates a supportive environment and provides encouragement for the followers. Previous studies suggest transformational leadership is a more successful type of leadership. (Lowe, Kroeck, & Sivasubramaniam, 1996; see also Degroot, Kiker, & Cross, 2000). Because of the success of transformational leadership styles, it is worth examining female transformational leadership behaviors and examining how they originated.

Statement of Problem

There have been numerous studies that discuss gender variation in leadership style (Bass, 1996; Eagly, Johannesen-Schmidt, & van Engen, 2003; Eagly & Karau, 2002; Sharpe, 2000). This literature tends to focus on which leadership style men and women adopt, how women are viewed who adopt transformational or transactional leadership styles, and whether transformational leaders are superior to transactional leaders. What becomes readily apparent to this researcher, though, is that there is minimal research into the internalization of society’s messages about how females are expected to behave and its influence in leadership behaviors in these studies and related discussions.

Thus, a logical next step for empirical analysis was to measure the level of gender role internalization among females who adopted a transformational leadership style. If a correlation exists, further analysis could determine whether females who internalized the traditional female gender role behaviors associated with nurturing and support naturally gravitated to a transformational leadership style.

Purpose

The current research study examined the relationship between gender role internalization and transformational and transactional leadership style in female managers. This researcher intended to discover whether the internalization of messages that society presents about female behavior correlates with the adoption of transformational leadership by women in management positions. Specifically, the researcher wanted to find out whether there was a higher level of gender role internalization among female transformational leaders than in female transactional leaders.

Rationale

Minimal investigation regarding the influence of the internalization of gender role messages in women's lives exists in current research (Toner et al., 1999). As a result, Tang and Tang (2001) conducted the first pioneering study on gender role internalization in Hong Kong among a sample of Chinese women using Toner et al.'s preliminary scale on gender role internalization, called the Gender Role Socialization Scale, or GRSS, which is covered in Chapter II of this document.

The current research study is the second in line-of-inquiry in gender role internalization and is different because it studied female managers in the United States. The current research employs both the Toner et al.'s GRSS (1999), which measures the extent to which women have internalized gender role messages, and the MLQ, which has been used in numerous studies and has proved a valid and reliable tool (Bass, 1985). The self-rater version of the MLQ was used to test the managers' self-perceptions of their leadership style.

The relevance of the current study lies in the determination of whether internalization of societal messages about women correlate with the type of leadership styles that women leaders adopt in the workplace.

The instrument created by Toner and her colleagues (Toner, et. al., 1999) attempted to measure the degree to which gender role internalization occurs. After the Tang and Tang (2001) study, Toner and her colleagues revised the GRSS from 63 items to 30 items and tested the scale for validity and reliability. The revised 30-item scale is used in the current research. In the current study, the *Self-Sacrifice* construct of the GRSS is compared to the *Individualized Consideration* portion of the MLQ in order to confirm or refute whether a correlation exists between the two. Other survey constructs are also compared in order to uncover any unexpected correlations in the study.

Hypotheses

Two hypotheses were proposed in this study. The first hypothesis predicted that

participants who scored above the 50% percentile in the transformational leadership construct of *Individualized Consideration* measured by the MLQ would demonstrate a higher level of gender role internalization in the *Self-Sacrifice* construct measured by the GRSS. The second hypothesis predicted that participants who demonstrated a lower level of gender role internalization in the single construct of *Self-Sacrifice* of the GRSS would score above the 50% percentile in both the *Transactional Leadership* and the *Laissez-Faire Leadership* constructs of the MLQ.

Limitations

Limitations of the current research study include self-reporter bias and cultural values. The inherent limitation of self-reporter bias is that the respondent may not have answered each statement in the survey honestly and may have reported they exhibit behaviors they wished they portrayed rather than the actual behaviors portrayed in their management position. Another limitation is that results from this study were different in the United States and could not be generalized to other cultures because of the differences in gender role and status in Western culture. Even within the United States, the degree of gender role internalization may vary within sub cultures in women in the United States. Finally, it is possible that the survey tools selected to carry out the current research may not be related to what the current researcher is trying to study. One of the survey tools, the Gender Role Socialization Scale

(GRSS) is relatively new and has not been replicated in numerous studies yet.

Review of Literature

Tang and Tang examined gender role internalization, multiple roles, and Chinese women's mental health. In current Western societies, women play a balancing act between their careers and their traditional roles as wife and mother. This study examined the relationship between multiple roles and mental health among a group of Chinese women, who were employed in Hong Kong. Another important aspect of this study was the degree to which changing societal roles were reflected at the individual psychological level of the participants of the study. The purpose of the study was to examine the degree to which internalization of gender role messages for women affect their mental health, and the relationship between role quality and mental health.

Toner et al. (1999) demonstrated a notable lack of empirical investigation of the internalization of gender role messages in women's lives currently exists in current literature. The aim of Tang and Tang's study was to measure the construct of gender role internalization in Chinese women. Exploratory factor analyses were performed on the gender role internalization candidate items in a sample of Chinese women attending university. The study examined the extent to which gender role internalization correlated with two gender-typed constructs and whether it added anything new to the literature. The hypothesis predicted that gender role internalization would be unrelated to gender role orientation, which is defined as one's endorsement of stereotypical masculine and feminine personality traits. Moderate correlations were expected between gender roles stress and gender role internalization because both constructs delineated negative psychological outcomes with high endorsement.

Questionnaires were given in large group settings to 128 female undergraduate and graduate students attending The Chinese University of Hong Kong. Undergraduate students received course credit for participating. The age range of the participants was 18 to 28 years. Of the participants, ninety-two percent were born in mainland China and one percent was born in Taiwan. Four participants were married and the remaining participants were single.

The measures used were for gender role internalization, gender role stress, and gender role orientation. The first instrument used to measure gender role internalization was the Gender Role Socialization scale (GRSS). This scale was created by Toner et al. (1999) and was generated drawing on several different sources. These sources included: (a) a book entitled *Too good for her own good*, by Bepko and Krestan (1990); (b) a community sample of adult women and men who provided qualitative descriptions of what they considered ideal and what society considered ideal in women; (c) reflections from women in therapy about standards they did not live up to; (d) current self-help books and women's magazines; (e) theoretical and empirical literature on gender role messages and women's health issues; and (f) a team of experts in gender issues who served on the executive council of The Psychology of Women Division in the American Psychological Association and therapists who worked with female clients.

The results of Tang and Tang's (2001) study indicated that gender role internalization did not overlap with other gender type measures.

The current research measures gender role internalization using the preliminary tool used in the Tang

and Tang study, the GRSS developed by Toner and her colleagues at the University of Toronto (Toner et al., 1999).

Eagly, Johannesen-Schmidt, and van Engen (2003)

Eagly, Johannesen-Schmidt, and van Engen (2003) compared leadership styles between men and women. Their study, "Transformational, Transactional, and Laissez-Faire Leadership Styles: A Meta-Analysis Comparing Women and Men," examined forty-five different studies of transformational, transactional, and laissez-faire leadership, looking for differences and similarities between genders.

The method used in this study was a historical method in which studies were used if their title and abstract suggested that the researchers assessed leaders of both sexes on relevant measures. The results concluded that female leaders scored higher than male leaders on all transformational leadership constructs, especially individualized consideration, and men scored higher on transactional leadership and laissez-faire leadership. Women may favor a transformational style because it provides them with a means of overcoming the dilemma of role incongruity-namely, that conforming to their leader role can impede their ability to meet the requirements of their gender role and that conforming to their gender role can impede their ability to meet the requirements of their leader role.

The current study attempted to add knowledge about whether gender roles' influence on leadership behavior by gender role internalization accounts for the sex difference in transformational leadership. This question was posed by Eagly et al. as possible further research.

Method

The current research study was a quantitative study that assessed the specific leadership style of participants by using an instrument called the Multifactor Leadership Questionnaire 5 X, 2nd Edition, Short Form. The study also measured gender role internalization by using the Gender Role Socialization (GRSS) scale. The sample consisted of 100 female participants who hold managerial positions and titles in US organizations and are members of professional business associations.

An online survey was created on Question Pro software (www.questionpro.com) through a special subscription available through Spalding University for currently enrolled students. This survey contained the Multifactor Leadership Questionnaire (MLQ), the Gender Role Socialization (GRSS) scale, demographic questions, managerial questions, and an informed consent form. Once the data were collected, correlation analysis was used.

The subject sample consisted of 100 females who hold managerial titles in their respective organization and who have membership in their respective professional business organizations.

Subjects were recruited by posting invitations on LinkedIn, a networking website for business professionals and by a newsletter circulated by FWI, a women's financial business association. This association has over 700 members and the survey was delivered in an e-mail newsletter exclusive to members only.

Demographic information was collected for each participant. This included job title, age, years in current position, education level, and income level.

Results

The scores for each construct of the MLQ and the GRSS were totaled and compared. Two sets of correlations were conducted. First, the scores for all the constructs for *Transformational Leadership*, *Transactional Leadership*, and *Laissez-Faire Leadership* were summed and correlated with *Self-Sacrifice* in order to directly address Hypothesis 1 and Hypothesis 2. Although *Self-Sacrifice* is only one construct in Toner et al.'s GRSS survey, it is the construct referenced in Eagly et al.'s 2003 meta analysis of leadership styles in men and women. This study concluded that females adopt transformational leadership styles more often than men. A suggested follow-up study was to determine whether gender role internalization is a factor in this. In analyzing the data in the study, this researcher noticed that *Individualized Consideration*, a sub-construct in Transformational Leadership, was high among females who participated in the study. This researcher determined that *Self-Sacrifice*, a construct in Toner et al.'s gender role internalization scale, would best measure the type of caring and nurturing behaviors associated with *Individualized Consideration*. These measures are just a piece of the overall surveys, but if a relationship is established between these constructs, then the other constructs may necessitate further analysis in follow-up studies.

Correlations for Transformational Leadership

With Self-Sacrifice: Hypothesis 1.

The first hypothesis focused on examining whether female managers who scored high in the transformational leadership construct of *Individualized Consideration* also scored high in the *Self-Sacrifice* construct of the gender role internalization tool. This author hypothesized that participants who score higher in the MLQ -Transformational Leadership construct of *Individualized Consideration* would also demonstrate a higher level of gender role internalization in the *Self-Sacrifice* construct. A weak correlation was found to exist ($r = .08$).

With Traditional Ideal Person and with Competence Without Compliance

The construct of *Transformational Leadership* in the Multifactor Leadership Questionnaire was correlated to the construct of *Traditional Ideal Person* ($r = -.02$) and *Competence Without Compliance* ($r = .04$) in Toner et al.'s GRSS. Although both *Traditional Ideal Person* and *Competence Without Compliance* were weakly correlated with transformational leadership, *Competence Without Compliance* had a positive correlation with transformational leadership and *Traditional Ideal Person* had a negative relationship.

With Self-Sacrifice: Hypothesis 2.

The second hypothesis examined whether a negative correlation existed between transactional leadership and each construct of gender role internalization. This author hypothesized that participants who demonstrated lower levels of gender role internalization as measured by the GRSS construct of *Self-Sacrifice* would demonstrate higher scores in *Transactional Leadership* and *Laissez-Faire Leadership* constructs measured by the MLQ. For Hypothesis 2, this researcher measured *Self-Sacrifice* against all constructs of Transactional Leadership. A significant positive correlation was present between *Self-Sacrifice* and *Transactional Leadership*. Further research needs to be conducted to determine which constructs of Transactional Leadership drives the relationship with *Self-*

Sacrifice.

Next, the construct of Transactional Leadership in the MLQ was correlated with the construct of *Self-Sacrifice* ($r = .23$), *Traditional Ideal Person* ($r = .26$) and *Competence Without Compliance* ($r = .23$) in Toner's GRSS. All three constructs in the GRSS are similarly correlated to *Transactional Leadership*, and they are significant.

Correlations Related to Demographics

Demographics of Participants.

Demographic analysis of results are presented to determine if a correlation exists between *Self-Sacrifice* and *Individualized Consideration* related to training factors, company size, and gender makeup of the organization. This information was important to collect and report for the study because environment can influence behavior. The researcher determined that analyzing the data by these factors would be important. The only limitation to splitting the data in this way in analysis is that it makes the sample size smaller.

Over two thirds of participants held a 4-year degree or higher. Over three quarters of participants belonged to organizations that were at least 50% female. Almost 90% of the organizations represented in this study were for-profit organizations. Nearly three quarters of participants in this study reported that they took part in on the job management training. Almost half of participants reported they were trained by both males and females to be managers. The majority of participants reported that they work at a small organization. Over a third reported working for a large organization.

Business Model: Female Managers Who Worked in For-Profit Organizations

With female managers in for-profit organizations there were implications for Hypothesis 2. Specifically, there was a significant positive correlation (rather than the hypothesized negative correlation) between the GRSS constructs of *Traditional Ideal Person* ($r = .24$), *Competence Without Compliance* ($r = .22$), and *Self-Sacrifice* ($r = .23$), as well as the *Total GRSS* ($r = .27$), and the MLQ construct of *Transactional Leadership*.

Regarding Hypothesis 1, no significant correlation existed between the MLQ transformational leadership sub-construct of *Individualized Consideration* and *Self-Sacrifice* in this group, contrary to the hypothesized positive correlation.

However, a significant positive correlation, rather than the negative correlation predicted by Hypothesis 2, existed between each construct of the GRSS and *Transactional Leadership*.

In agreement with Hypothesis 1, there was a significant positive correlation between *Individualized Consideration* and *Self-Sacrifice* among managers who were trained on the job.

Contrary to Hypothesis 2's prediction of a negative correlation, there was a significant positive correlation between *Transactional Leadership* and *GRSS Total* ($r = .27$). There was also a significant positive correlation between *Laissez Faire Leadership* and two constructs of the GRSS: *Traditional Ideal Self* ($r = .23$) and *Competence Without Compliance* ($r = .26$).

In organizations that were 100% female *Transformational Leadership* was significantly correlated with *Self-Sacrifice* ($r=.74$) and *GRSS Total* ($r=.70$). There were no other significant correlations found related to this demographic.

In organizations that were 85% female, in agreement with Hypothesis 1, *Transformational Leadership* was significantly correlated with *Self-Sacrifice* ($r=.66$) and *GRSS Total* ($r=.68$).

Contrary to Hypothesis 2, which predicted a negative correlation, *Laissez Faire Leadership* was significantly correlated with the *Competence Without Compliance* construct of the GRSS ($r=.56$).

Eagly et al. (2003) hypothesized that gender role internalization may influence transformational leadership style, and this was the first hypothesis that this study investigated. The second hypothesis investigated was the corollary that a low level of gender role internalization would show a strong correlation with transactional or laissez-faire leadership styles.

To test these two hypotheses, this author developed a quantitative survey and administered it online to females in management positions. The survey consisted of a short demographic survey, B. M. Bass's Multifactor Leadership Questionnaire Form 5X Leader Form (MLQ), and Toner et al.'s Gender Role Socialization scale (GRSS). The survey took approximately 15-20 minutes to complete. This survey was sent in an e-mail newsletter sponsored by Financial Women International, a women's business association with members worldwide. The survey was also posted on LinkedIn, an online networking community for business professionals.

For the study, the total score for the GRSS (*GRSS Total*) was compared to the total score for each leadership style in Bass's MLQ (1985): *Transformational Leadership*, *Transactional Leadership*, and *Laissez Faire Leadership*. Also, each construct for each leadership style was totaled and compared to the total for each construct for gender role internalization. These constructs were compared using Pearson's correlation test in SPSS Version 16. Total scores were used for each survey because statistical means could not be used due to Likert scale number rating differences. These scores were analyzed and strength of correlation was examined and interpreted.

Analysis of the correlations between the three gender role internalization constructs of *Self-Sacrifice*, *Traditional Ideal Person*, and *Competence Without Compliance* on one side and the three leadership style constructs of *Transformational Leadership*, *Transactional Leadership*, and *Laissez-Faire Leadership* on the other side showed only weak correlations. To confirm or refute Hypothesis 1, the GRSS construct of *Self-Sacrifice* was measured against the transformational leadership sub-construct of *Individualized Consideration*. To confirm or refute Hypothesis 2, *Self-Sacrifice* was measured against the constructs of *Transformational Leadership* and *Laissez-Faire Leadership*. All other measures were extraneous to testing the hypotheses and were measured for exploratory purposes and potential follow up research.

Contrary to the hypothesis suggested by Eagly et al. (2003) and adopted as Hypothesis 1 for this study, this researcher did not find a strong correlation between a high level of gender role internalization (measured by high scores on the GRSS construct of *Self-Sacrifice*) and a high level of transformational leadership style (measured by the MLQ sub-construct of *Individualized Consideration*) in the total sample. When split by demographics, a significant positive correlation was found between *Self-Sacrifice* and *Individualized Consideration* in female managers who were trained on the job.

Only the GRSS construct of *Self-Sacrifice* was used to test Hypothesis 1, rather than also using *Traditional Ideal Person*, *Competence Without Compliance*, and *GRSS Total*, because the construct of *Self-Sacrifice* measures behaviors that are selfless in nature. Eagly, Johannesson, et al.'s (2003) meta analysis suggested that perhaps gender role internalization could be a factor in female's who adopt transformational leadership styles. This researcher determined that the other constructs of *Competence Without Compliance* and *Traditional Ideal Person* were not as relevant to the MLQ construct of *Individualized Consideration* as the *Self-Sacrifice* construct in the GRSS.

The results did demonstrate a spillover of gender role internalization into transformational leadership in female managers who were trained on the job. Therefore, regarding transformational leadership, the analyses for this study confirmed Hypothesis 1 it relates to the transformational leadership style and this specific demographic.

Regarding Hypothesis 2 (that a low level of gender role internalization would show a strong correlation with transactional and laissez-faire leadership styles; that is, the construct of *Self-Sacrifice* would be negatively correlated with *Transactional Leadership* and *Laissez Faire Leadership*), there were significant positive correlations in the total sample and in for-profit organizations between *Self-Sacrifice* and *Transactional Leadership*, but no significant results between *Self-Sacrifice* and *Laissez-Faire Leadership*. Therefore, there was no strong negative correlation supporting Hypothesis 2, and the Null Hypothesis was confirmed regarding transactional and laissez faire leadership styles.

This researcher did find a strong correlation between a high level of gender role internalization and a high level of the transformational leadership style in female managers who were trained on the job, thus confirming Hypothesis 1 as it related to this demographic.

Furthermore, a low level of gender role internalization did not show a strong correlation with a high level of the transactional leadership or laissez-faire leadership styles. Thus, Hypotheses 2 for this study was unable to be confirmed due to weak correlation.

The purpose of this study was to test two hypotheses concerning leadership styles of female managers and their levels of gender role internalization. Specifically, the researcher wanted to explore whether caring and nurturing behaviors that are traditionally associated with women spill over into their leadership styles as defined by Bass's (1985) Multifactor Leadership Questionnaire (MLQ).

For the study, the GRSS construct of *GRSS Total* was compared to the total score for each leadership style construct (*Transformational Leadership*, *Transactional Leadership*, and *Laissez Faire Leadership*) in Bass's MLQ (1985). Also, each construct for each leadership style was totaled and compared to the total for each construct for gender role internalization (*Ideal Traditional Person*, *Self-Sacrifice*, *Competence Without Compliance*). These constructs were correlated using Pearson's Correlation Test in SPSS Version 16. Total scores were used for each survey because statistical means could not be used due to Likert scale number rating differences. Their scores were examined and strength of correlation was examined and interpreted.

Further analysis was conducted by breaking out the data by demographics and significant findings resulted. In organizations that were either 100% female or were 85% female, a significant correlation exists between *Self-Sacrifice* and *Transformational Leadership*. More importantly, participants in these organizations demonstrate a significant positive correlation between *Transformational*

Leadership and Toner et al.'s GRSS. Further analysis is warranted to determine the influence of gender role internalization on leadership in mostly female organizations. It is worth examining whether females influence other females in these organizations and whether this affects the level of gender role internalization and the adoption of transformational leadership. In organizations where female managers who were trained on the job (rather than in college, in seminars, or by other means), there was a significant positive correlation between *Individualized Consideration* and *Self-Sacrifice*. However, there was also a significant positive correlation between *Laissez-Faire Leadership* and *Traditional Ideal Person* and between *Laissez-Faire Leadership* and *Competence Without Compliance*.

Organizations Predominately Female

The researcher hypothesized that women who internalized their gender role as caring and nurturing would carryover these behaviors into their leadership style and this would be reflected in their scores on the GRSS and on the transformational leadership sub-construct of *Individualized Consideration*. After analyzing the data, this is not the case in the total sample. However, there are some significant correlations between total scores for *Transformational Leadership* and GRSS constructs in organizations that are mostly female. Perhaps the other sub-constructs of Transformational Leadership (*Intellectual Stimulation*, *Idealized Influence (behavioral)*, *Idealized Influence (attributed)*, and *Inspirational Motivation*) are at play in this case. It is possible that organizations that are mostly female influence gender role internalization and leadership style in a different way than in other organizations.

Female Managers Trained on the Job

A significant correlation between *Self-Sacrifice* and *Individualized Consideration* appears in organizations where female managers were trained on the job. In these organizations, over half were trained by females. Further research should be conducted to determine whether women who are trained by other women internalize gender roles and whether they adopt a more transformational leadership style.

Limitations

Cultural and Religious Differences.

The sample in this study consisted of female managers in the United States. A previous study (Tang & Tang, 2001) regarding gender role consideration consisted of a sample of Chinese women in Hong Kong. Eastern and Western cultures are very different. In this study and the previous study by Tang and Tang, certain cultural issues could limit the generalizability of the findings. In Chinese culture, attentiveness and sensitivity to other people's needs is a key ingredient of social interaction (Gabrenya & Hwang, 1996). The Chinese have a proclivity toward collective welfare and social concern, as well as toward neglecting their own feelings and personal enjoyment (Yang, 1986). Western culture places more value on the individual and on personal success rather than collective welfare of society. These differences in culture could produce very different results in the US study.

Limitations of Survey Research

Another limitation was the possibility of managers self-reports not reflecting their true leadership style.

Although great care was taken not to reveal too much detail about the subject matter of the study in order to not bias results, some participants were likely to report behaviors they imagined themselves as practicing, rather than the actual behaviors they practiced.

Accounting for Disconfirmation of Hypothesis 1.

This research suggests that either females separate their internalization of gender roles from their management identity or women in the US do not internalize messages about how society, as a whole, views and portrays women. Another possibility is that women do not report their feelings about gender; therefore, a self-report bias skews the results in this study.

Although further examination is needed, the positive correlations between high transformational leadership and high gender role internalization for organizations that are predominately female suggests that predominately female organizations have female leaders who demonstrate a higher level of gender role internalization and transformational leadership styles than female leaders in organizations that are predominately male. One explanation for this is that organizations with a strong female presence have managers who practice transformational leadership.

For those who are responsible for hiring new leadership talent in organizations, the findings of this study could help determine which candidates would be a good fit in the organization. If further studies replicate the data found in this study, then those responsible for hiring could use the gender mix of the organization as an indicator of which candidates would bring a leadership style that is congruent with the organization. If this is true, this could be taken into consideration when hiring mid-level management as well.

The results of the study found a high level of gender role internalization and a more transactional leadership style in for-profit organizations. This refutes the second hypothesis that predicted females who practice transactional leadership will have a lower level of gender role internalization. This could be due to organizational environmental factors or the culture of the organization. Previous studies (Young, 2004) have shown that the environment can overtake other factors in order to be the dominant force in what leadership type is practiced. In contrast, previous studies (Kane & Tremble, 2000; Singer & Singer, 1986) demonstrated transformational leadership in industries that are traditionally male dominated. Further research needs to be done to uncover the reasons behind the findings in for-profit and non-profit organizations before implications can be drawn from the results.

For those who evaluate the competence and effectiveness of leaders in organizations, for organizations that are mostly female the data suggests that females may be more effective leaders (since females are more likely to practice a transformational leadership style) than males (since they are more likely to practice a transactional leadership or laissez faire leadership style). This is a very important implication because in order to get the best performance from subordinates, you need good leadership. It may be that organizations with a majority of women need leaders who are supportive, encouraging, and motivating (the hallmarks of transformational leadership).

Those who support Bass's leadership theories that transformational leadership is the most effective leadership style may find it easier to be successful under certain types of leaders. Specifically, employees who support these theories may be able to affect more change within an organization under a transformational leader, rather than a transactional leader, simply because they may be able to get

their ideas across in a transformational environment. A transformational environment is more likely to foster teamwork and a group mindset for success. At the same time, those who are used to a very structured environment may be more comfortable under a transactional leader who delineates tasks and offers contingent rewards.

Suggestions for Future Research

Further analysis on this subject is warranted. To overcome any self-rater bias, both the leader and rater form of the MLQ could be used in a more expansive study. A study using populations from Western and Eastern culture could possibly uncover differences and answer questions about cultural influence on gender role internalization and female leadership style. Further analysis needs to be done on organizations that are mostly female and organizations where female managers are trained on the job by other women in order to determine whether a strong female culture within an organization fosters transformational leadership. Finally, both a quantitative and a qualitative approach should be used together in future research to add depth to the survey data and to uncover more themes in female leadership style.

This research uncovers some significant correlations between the level of gender role internalization and transformational leadership in certain samples. These findings warrant further evaluation in organizations that are mostly female and organizations that have managers who are trained on the job by other females. It is possible that women influence other women in organizations and this needs to be analyzed further by using methods that eliminate self-rater bias and cultural bias.

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VN:R_U [1.9.11_1134]