The Influence Of Masculine And Feminine Leadership Styles Of Women Leaders On The Women's Glass Ceiling Beliefs

Kadın Liderlerin Eril Ve Dişil Liderlik Tarzlarının Kadınların Cam Tavan İnançlarına Etkisi

Murad YÜKSEL [ID]   Murat SAĞBAŞ [ID]
National Defense University, İstanbul, Turkey
Assistant Prof.Dr., National Defense University, Atatürk Institute for Strategic Studies, Department of Defense Management, İstanbul, Turkey

ABSTRACT

The main purpose of this study is to determine women leader' glass ceiling belief weather that differentiates according to masculine and feminine leadership style. The data of the research were collected between January and April 2022 from businesses such as hotels, hospitals, universities, logistics, oil and construction operating in different parts of the world. Total of 272 women managers who lives in 56 different countries, participated the study. The data were collected by using questionnaires. Research results show that female managers who exhibit masculine leadership style do not experience glass ceiling syndrome compared to female managers who exhibit feminine leadership style. According to this result, it can be said that the glass ceiling perception is very low in female managers who exhibit masculine leadership style. Due to limitedness of accessible resources consideration, no study has been found examining the effect of female managers' masculine and feminine leadership styles on women's glass ceiling perceptions. From this point, study will fill this gap in the literature.

Keywords: Masculine leadership, Feminine leadership, Glass ceiling

JEL: M10, M12, M14

ÖZET

Bu çalışmanın temel amacı, kadın liderlerin cam tavan algılarının eril ya da dişil liderlik tarzlarına göre farklılaşıp farklılaşmadığını belirlemektir. Araştırmanın verileri dünyanın farklı bölgelerinde faaliyet gösteren otel, hastane, üniversite, lojistik, petrol ve inşaat gibi işletmelerden Ocak- Nisan 2022 tarihleri arasında toplanmıştır. Çalışmaya 56 farklı ülkede yaşayan toplam 272 kadın yönetici katılım sağlamıştır. Veriler anket yöntemi ile toplanmıştır. Araştırma sonuçları, eril liderlik tarzı sergileyen kadın yöneticilerin, dişil liderlik tarzı sergileyen kadın yöneticilere nazaran cam tavan sendromu yaşamadıklarını göstermektedir. Bu sonuca göre eril liderlik tarzı sergileyen kadın yöneticilerde cam tavan algısının çok düşük olduğu söylenebilir. Erişilebilen kaynakların sınırlılığı dikkate alındığında, kadın yöneticilerin eril ve dişil liderlik tarzlarının kadınların cam tavan algıları üzerindeki etkisini inceleyen bir çalışmaya rastlanmamıştır. Bu açıdan, çalışma literatürdeki bu boşluğu dolduracaktır.

Keywords: Eril liderlik, Dişil liderlik, Cam tavan

JEL: M10, M12, M14

1. INTRODUCTION

Although there has been a considerable increase in the number of women in the workforce during the recent decades (Paustian-Underdahl, *et al*, 2014:1129) global average of senior female business leaders are 31% (Grant Thornton, 2021). According to Catalyst (2021), women comprise 45% of the S&P 500 labor force, even though CEOs' rates are only %6. For decades, researchers (Lämsä and Sintonen, 2001:255-267; Eagly and Karau, 2002:573-598; Appelbaum, *et al*, 2002:43-51; Eagly and Carli, 2003:807–834; Eagly *et al*, 2003:569-591; Johnson *et al*, 2008:39-60; Chao, 2011:760-781) have searched why women represent a minority of the managerial level (Paustian-Underdahl *et al*, 2014:1129). To clarify this phenomenon, researchers mostly focused on the idea of gender differences in leadership traits, styles, behaviors (Parker, 1996:190). Therefore, consistent with social role theory, gender bias in leadership have been examined by researchers (Hogue and Lord, 2007:370). Because, according to social role theory, *gender roles* are believed that based on mutual agreement on the characteristics of women and men (Eagly and Karau, 2002:574; Eagly *et al*, 2003:572). Social role theory proposed that women tend to be more communal/cooperative when compared with men (e.g., relations-oriented, caretaking, affectionate, compassionate, cheerful, considerate to the needs of others, compassionate, gentle, understanding, concern for others, friendly, helpful, warmth, supportive, and selfless). In contrast, since men are more likely to be *agentic* (e.g., assertive, competitive, self-reliant, independent, ability to lead, willing to take risks, able to make quick decisions, dominant, ambitious, self-sufficient, confident) (Kolb, 1999:307; Eagly and Karau, 2002:574; Johnson *et al*, 2008:40; Stuhlmacher and Poitras, 2010:490; Paustian-Underdahl *et al*, 2014:1130). In this research, the term *gender role* does not refer to biological sex but describes a person's level on self-evaluated of stereotypically masculine and feminine features and behaviors (Kolb, 1999:307). In study, masculine gender roles are relevant to agentic characteristics and feminine gender roles are relevant to communal characteristics (Stuhlmacher and Poitras, 2010:490). So, leadership is seen as closely connected with primarily a masculine gender role (Eagly and Carli, 2003:808). According to Eagly and colleagues (2003:570), women managers, who display masculine leadership are more task-oriented and autocratic. Conversely, female managers, who display feminine leadership are more interpersonally oriented and democratic. In this context, masculine leadership style is relevant with transactional leadership that gives rewards to those who reach the goal by setting goals for their followers, and intervenes in case of deviations by constantly

monitoring the performance of their followers (Berkovich and Eyal, 2021:132), feminine leadership style relevant to transformational leadership that takes into account the individual needs of the followers by empowering them (Zhu and Akhtar, 2014:376) style (Chao, 2011:763). In other words, leadership researchers (Appelbaum *et al*, 2002:48; Cuadrado *et al,* 2008:57; Chao, 2011:763) proposed that, women usually display a transformational leadership style due to this type of leadership provides them with a perception that copes with the dilemma of role incongruity (Eagly *et al*, 2003:573). Role congruity theory proposed that there is inconsistency between feminine gender roles and leadership (Johnson *et al*, 2008:40). In other words, according to role congruity theory, there is a potential bias against female leaders that is inherent in the female gender role, which stems from the inequality in people's expectations of leaders. (Eagly and Karau, 2002:575). Therefore, researchers focused on the concept of "*glass ceiling*" which is a bias and discrimination barrier which hinders women from achieving higher level leadership positions (Kent *et al*, 2010:53) or explain why women represent a minority of the managerial level (Eagly and Karau, 2002:573).

Based on the above discussion, it is a curiosity matter about the influence of masculine and feminine sides of women leadership on the women's glass ceiling beliefs. based on the data that could be gathered within the scope of this study, no study on women leader' glass ceiling belief weather that differentiate according to masculine and feminine leadership style could be identified. Identifying women leader' glass ceiling belief that differentiate according to masculine and feminine leadership style, this study aimed to close this gap in the literature. Therefore, we try to explain this relationship in the study. We primarily crayon transformational and transactional leadership style and glass ceiling beliefs for this proposal. The relationship between these variables explains social role theory and developed model examined with empirical research.

2. CONCEPTUAL FRAMEWORK

2.1. Transformational and Transactional Leadership Style

Burns (1978) was the first to introduce the concept of transformational leadership into the literature (Hsu and Chen, 2011:3098), has been regarded as the most noticeable topic in the research and leadership theories (Keskes, 2014:29). Transformational leadership style is defined as a process in which "leaders and followers help each other advance to a higher level of morale and motivation" (Bacha, 2013:411). In other words, transformational leadership style characterized as leaders who have a desire for developing their followers' moralities and motivation (Ismail *et al.*, 2011:90). This leadership style, which focuses on intrinsic motivation, development, and emotional care of the followers (Froehlich *et al.,*2014:33) includes attitudes that alters the standards and values of the employees since employees' standards and values are transformed because of activities that help them achieve organizational goals which are greater than their own personal interests also motivating people to achieve corporate goals that are bigger than their own personal interests. (Fernet *et al.,* 2015:12). Transformational leaders have the ability to activate innovation (Chu and Lai, 2011:103), reshape the outlook and behavior of their followers (Boga and Ensari, 2011:237) and for the purpose of the organization, higher levels of performance are required (Stone *et al.,* 2004:5).

They stimulate their followers by instilling confidence, institutionalizing long-term solutions (Boga and Ensari, 2011:237), intellectual arousal and individual consideration (Bacha, 2013:411). These leaders rely on their charismatic abilities (Stone *et al.,* 2004:6) and act as mentors (Giltinane, 2013:36). Examples of idealized influence traits and behavior include idealized influence characteristics, idealized influence conduct, inspirational motivation, intellectual stimulation, and individualized consideration and these traits help followers feel trust, appreciation, and loyalty. (Lo *et al.,* 2010:82; Ismail *et al.,* 2011:90-91; Keung and Rockinson-Szapkiw, 2012:838; Garg and Ramjee, 2013:1413; Keskes, 2014:29; Bacha, 2013:411).

According to some researchers (Dvir *et al.,* 2002:735-736; Idris and Ali, 2008:164; Chu and Lai, 2011:103; Boga and Ensari, 2011:237; Hsu and Chen, 2011:3098; Goodwin *et al.,* 2011:411; Kovjanic *et al.,* 2012:1033; Giltinane, 2013:37; Lee *et al.,* 2013:283; Fernet *et al.,* 2015:13) idealized influence attributes and idealized influence behavior dimensions could be united single dimension which called as idealized influence (Chu and Lai, 2011:103; Goodwin *et al.,* 2011:411; Kovjanic *et al.,* 2012:1033; Giltinane, 2013:37; Fernet *et al.,* 2015:13) or charisma (Dvir *et al.*, 2002:735-736; Boga and Ensari, 2011:237; Hsu and Chen, 2011:3098). *Idealized influence attributes* allude to leader's socialized charisma, whereby the supporters feel confidence, admiration, loyalty, enthusiasm, and the leaders' respect (Garg and Ramjee, 2013:1413; Bacha, 2013:411). In other words, this dimension is concerned with leader's ability to clearly formulate and define and express the vision freely and purpose the difficulties to his/her followers (Ismail *et al.,* 2011:91). *Idealized influence behavior,* defined as a leader's capacity to be a role model in yielding positive contributions to followers, refers to leader's charismatic actions, whereby followers put the organization's interests ahead of their own and thus achieve a common goal (Ismail *et al.,* 2011:91; Garg and Ramjee, 2013:1413). *Inspirational motivation* refers to an ability which inspires follower's working motivation, incite a joint enthusiasm through the shared values and aims and also an inspiring vision to followers through the communication of high expectations (Chu and Lai, 2011:103; Goodwin *et al.,* 2011:411; Fernet *et al.,* 2015:13). *Intellectual stimulation,* that refers to stimulates followers' creativity, is relevant to leader's ability, which includes

intelligence, rationality, logic, and redesign the challenging problems to create solutions while also encouraging innovation (Ismail *et al.,* 2011:91; Keung and Rockinson-Szapkiw, 2012:838; Kovjanic *et al.,* 2012:1033). *Individualized consideration,* which involves supporting and listening to the individual needs of followers, aims to make followers to be valued and happy to contribute themselves to an organization by coaching, mentoring and other supportive behaviors (Chu and Lai, 2011:103; Lee *et al.,* 2013:283; Fernet *et al.,* 2015:13).

Transactional leadership, the first form of interaction among the leaders and the followers (Garg and Ramjee, 2013:1413) is an example of autocratic leadership (Giltinane, 2013:36). This leadership style depends on reward behavior, lucidity of task requirements, reward to motivate, lower-order needs, punishment, corrective actions, and management tasks (Hsu and Chen, 2011:3100; Boga and Ensari, 2011:238; Giltinane, 2013:36). The transactional leadership focuses on the exchange process among the leader and the followers (Keskes, 2014:31). In other words, leaders satisfy followers' needs if they comply with the leader's wishes (Ismail *et al.,* 2011:90). In essence, transactional leaders set up specific goals, observe progress and if the followers achieve this goal, a previously defined reward is granted (Rowold, 2011:630; Keskes, 2014:31). Transactional leaders, who are efficient, and task orientated, avoid risk-taking (Boga and Ensari, 2011:238; Giltinane, 2013:36) have three main characteristics: unexpected reward, management-by-exception active, and management-by-exception passive (Lo *et al.,* 2010:83; Giltinane, 2013:36). According to some studies (Boga and Ensari, 2011:238; Chu and Lai, 2011:104; Garg and Ramjee, 2013:1413; Keskes, 2014:31), the active and passive dimensions of management-by-exception could be combined into a single dimension named as "management by exception." The *unexpected reward* is defined as an interaction with encouragement between leader and followers (Chu and Lai, 2011:104). In other words, in contingent reward, leaders bargain with followers by contractually rewarding effort, explaining how to earn rewards, penalizing unwanted behavior, providing additional feedback and promotions for outstanding performance (Keskes, 2014:31). In sum, unexpected reward transfers of rewards for achieving consent-on aims (Garg and Ramjee, 2013:1413). In the *management-by-exception active* dimension, the leader behaves cautiously and make sure that followers accomplish prearranged standards (Lo *et al.,* 2010:83). In other words, leaders actively superintend followers' performance and straight away revise the errors the employees made (Chu and Lai, 2011:104). Finally, in *management-by-exception passive*, leaders do not intercede until followers' behavior becomes problematic (Giltinane, 2013:36). In this dimension, leaders play a passive role in the errors have occurred (Chu and Lai, 2011:104).

2.2. Glass Ceiling Beliefs

The phrase of glass ceiling was initially introduced to literature by Hymowitz, and Schellhardt's (1986) article published in The Wall Street Journal (Carnes, *et, al.* 2008:1453; Akpinar-Sposito, 2013:489; Wilson, 2014:84). Initially, this phrase was used as a figurative expression that defined invisible barriers that hinder women from getting to the top executive positions (Insch *et al.* 2008:20). In other words, at first, this phenomenon referred to describe a hindrance in organizational hierarchies just beneath the top management level, that prevented or limited women from advancing to the top of the high corporate levels in the management (Dreher, 2003:542). After this discussion, the term glass ceiling accepted as a part of career development (Carnes *et, al.* 2008:1453). Therefore, Glass Ceiling Commission, inherent of Civil Rights Act gathered in 1991 with 21 members, for discussing the common definitions of glass ceiling phenomenon and identifying the barriers, which accepted as an obstacle for women to promote a certain level (Bell *et al.* 2002:68; Carnes *et al.* 2008:1453; Akpinar-Sposito, 2013:489). Due to releasing confirms the enduring aptness of the "glass ceiling" metaphor, Glass Ceiling Commission gathered in 1995. Thus, the commission defined the glass ceiling phenomenon as an "*unseen, yet unbreakable barrier that keeps minorities and women from rising to the upper rungs of the corporate ladder, regardless of their qualifications or achievements*" (Cotter *et al*., 2001:656). After these discussions, the glass ceiling metaphor has attracted considerable attention from scholars (Van Vianen and Fischer, 2002:315). In this manner, the term glass ceiling definition has expanded as inequality, which reflects not only gender, but also racial difference (Cotter *et al.* 2001:657). In other words, the glass ceiling has come to symbolize the barriers for women and all minorities who deal with challenges to reach for senior leadership positions (Wilson, 2014:84). In our study, we define the glass ceiling metaphor as a belief that reflects an invisible barrier, which accepts an obstacle for women to promote administrative positions because of their gender role in society.

2.3. Social Role Theory and Research Hypothesis

Historically, women and men had allocated to duties, in line with their physical features. Therefore, men undertook tasks that needed speed, strength, and the capacity to be away from home for expanded periods. On the contrary, women undertook tasks, relevant to home and family. Due to social roles shared by women and men, roles related to gender were created concerning expectations about the features and attitudes of women and men (Harrison and Lynch, 2005:227). Among these tasks, leadership usually has seen as men's work. In other words, the cliché that "think manager, think male" was very common (Hopkins *et al*, 2006:253) and also interpreted as primarily a masculine enterprise (Eagly and Carli, 2003:808). Due to perceived gender role violation, role congruity theory states that leadership positions are more likely inadmissible for women (Paustian-Underdahl *et al*, 2014:1130). Role congruity theory is based on the content of gender roles and their relevance in creating sex differences in behavior as

treated by social role theory and prejudice against female leaders intrinsic to female gender role (Eagly and Karau, 2002:574). Leadership among men and women derives from inherent in their gender roles. Therefore, it can be stated that women and men have different leadership behavior (Lämsä and Sintonen, 2001:257; Eagly *et al*, 2003:569). Studies on this argument proposed that when compared with male leaders, female leaders are more interpersonally-oriented, more democratic, more cooperative and collaborative, more focused on increasing others' self-worth, more transformational, less hierarchical, less ambitious, less career-oriented (Parker, 1996:191; Lämsä and Sintonen, 2001:258; Eagly *et al*, 2003:569; Hopkins *et al*, 2006:253; Embry *et al*, 2008:2; Ivan, 2012:1722).

Leadership researchers (Appelbaum *et al*, 2002:48; Cuadrado *et al,* 2008:57; Chao, 2011:763) proposed that, women usually display a transformational leadership style due to this type of leadership provides them with a perception that copes with the dilemma of role incongruity (Eagly *et al*, 2003:573). Even women leaders display transformational leadership style, and they encounter *glass ceiling beliefs* that represent a barrier of prejudice and differentiation for upward mobility in organizations (Kent *et al*, 2010:53; Sikdar and Mitra, 2012:147). So, according to gender socialization theories, if women leaders want to succeed in career progression, they have to change and display a "masculine" leadership style (Lämsä and Sintonen, 2001:258). Because gender is different from sex. In other words, while sex describes what people are born (biologically), gender relates to what individuals "do" (Sikdar and Mitra, 2012:147).

Therefore, we posit our hypotheses:

H1: Women who display more masculine leadership style (transactional) do not encounter glass ceiling belief.

H2: Women who display a more feminine leadership style (transformational), encounter glass ceiling belief.

The conceptual model developed by these hypotheses can be seen in Figure 1
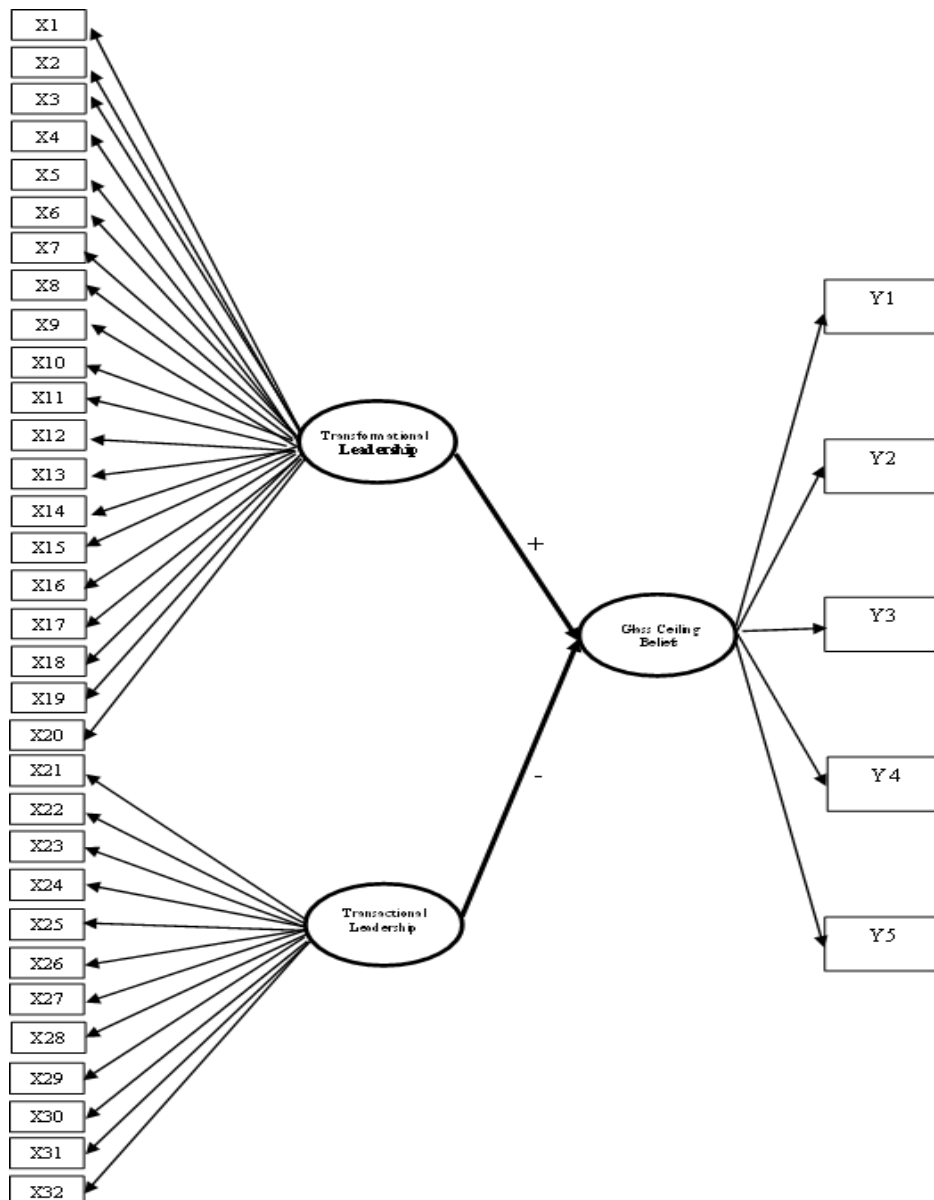

Figure 1. The conceptual model (error variances for observed variables, and measurement item loadings omitted for clarity)

3. METHODOLOGY

3.1. Data Collection and Sample

Data was gathered from business organizations that operate in different regions of the world, such as hotels, hospitals, universities and logistic, oil and building companies. Total of 272 women manager who lives in 56 different country *[Algeria (1), Argentina (1), Australia (7), Austria (9), Belgium (4), Bosnia and Herzegovina (2), Brazil (1), Bulgaria (2), Cambodia (4), Canada (9), China (1), Colombia (2), Costa Rica (1), Cote d'Ivoire (1), Croatia (1), Denmark (3), Egypt (2), England (12), Finland (1), France (3), Germany (8), Greece (6), Holland (2), Holland (8), Hungary (4), India (3), Ireland (1), Italy (3), Japan (1), Kenya (2), Lithuania (5), Macau (1), Mexico (1), Morocco (1), New Zealand (2), Norway (3), Poland (3), Portugal (1), Russia (1), Saudi Arabia (2), Singapore (3), Slovenia (1), South Africa (2), South Korea (1), South Macedonia (1), Spain (1), Sweden (3), Switzerland (1), Thailand (1), Trinidad Tobago (1), Turkey (65), Uganda (3), USA (58), Venezuela (1), Zambia (3), Zimbabwe (2)]*, participated the study. To reach as many women managers as possible, "managerial/supervisor groups" on social networking sites (Facebook, Twitter, etc.), participated in an electronic research link and they were interviewed online while encouraged to finish the questionnaires. Additionally, emails were sent to women's top manager, and also interviews were conducted face to face with senior and middle-level women managers. The women managers who took part in the study worked in human research, project management, risk management, tourism, banking, marketing, procurement, finance, and consulting. All participants were (272) female, 45,5 percent of the women managers were lower-level managers, 46.6 % were middle level managers, and 4.9% were senior managers. Thirteen-point nine percent of the women manager had collage graduate, bachelor's degree was %39.7, master's degree was 37.1 % and 9.3 % had doctoral (PhD) degree; 54.8 % were married, while 45.2 % of them were single; the average age was 38.55, and average time spent working was 7.74 years.

3.2. Measures

Transformational and transactional leadership: Bass and Avolio's (1995) Multifactor Leadership Questionnaire was used to assess transformational and transactional leadership (MLQ 5x Short) in this study and while the transformational leadership style consisted of 20 items, transactional leadership style has 12. The MLQ has been used both as a uni-dimensional as well as multidimensional (Pahi, 2015). In our study, the scale was used as one-dimensional. *"I instill pride in others for being associated with me."* is an example item for the transformational leadership style, and for this leadership style, a sample item is *"I provide others with assistance in exchange for their efforts."* (1 = never to 5= almost always) In line with the past research, we collected all aspects of transformational leadership into a single factor and transactional leadership (Kovjanic *et al.,* 2012:1038). The transformational leadership scale in Cronbach's alpha is .798 and the transactional leadership scale is .714.

Glass ceiling beliefs: We measured glass ceiling beliefs using Bolat *et al.,* (2011:61)'s 5-item perceived glass ceiling scale. A sample item for this scale is *"In my organization, there is no distinction between men and women for promotions to managerial positions"* (1 = never to 5= almost always). Cronbach's alpha of the perceived glass ceiling scale is .933.

4. RESULTS

4.1 Preliminary Analyses

We used confirmatory factor analysis before examining the hypothesis to evaluate the measurement model. The results of the three-factor measurement model (transformational leadership, transactional leadership and perceived glass ceiling) were compared to two alternative models: a one-factor model with all items loaded on a single factor and a structural null model with no correlations between variables. The three-factor model fit the data well, with a Chi-squared value of 1150.46, *df* of 616, X^2/df of 1.86, RMSEA of 0.057, CFI of 0.92, and NFI of 0.84. Three alternative measurement models were compared to this measuring model (Table 1).

When compared with Model 2, the measurement model has the best fitting value based on the chi-squared test of association/independence test, (All factors are put on a single factor in the one factor model.); ΔX^2 (13) = 3901.6, $p < 0.01$) and Model 3 (the relationships among the variables is fixed to 0 in the empty structural model, ΔX^2 (13) = 561.38, $p < 0.01$).

Table 1. Comparisons of measurement models for variables

Models	X^2	df	X^2/df	RMSEA	CFI	NFI	X^2_{diff}	df_{diff}
Model 1 Three-factors measurement model	1150.46**	616	1.86	0.057	0.92	0.84		
Model 2 One-factor model	5052.06**	629	8.03	0.161	0.56	0.52	3901.6	13**
Model 3 Structural empty model	1711.84**	629	2.72	0.080	0.86	0.78	561.38	13**

N = 272, ** *p* < 0.01.

Indicating at model 2, the Harman one factor test was used to see if there was any common technique variance in the study (Podsakoff *et al*., 2003:879 as cited in Bolat, 2011:93). When compared to the measurement model, the one factor model appears to have a lower fitting value (X^2 = 1150.46, *df* = 616, p 0.01, RMSEA = 0.057, CFI = 0.92, NFI = 0.84). Therefore, it is possible to state that the common method variance is not a possibility based on these numbers.

4.2 Descriptive Statistics and Intercorrelations

Table 2 below shows the means, standard deviations, and bivariate correlations. Transformational leadership was positively linked with transactional leadership (r = .230, *p* < .01) and glass ceiling belief (r = .188, *p* < .01). Transactional leadership was negatively related to glass ceiling belief (r = -.123, *p* < .05).

Table 2. Means, standard deviations, reliabilities, and correlations of variables

Variables	Mean	SD	1	2	3
1. Transformational Leadership	4.1072	0.360	(0.798)		
2. Transactional Leadership	3.1391	0.437	0.230**	(0.714)	
3. Glass Ceiling Belief	3.5456	0.863	0.188**	-0.123*	(0.933)

Notes: * *p* < 0.05 (two-tailed); ** *p* < 0.01 (two-tailed); reliability estimates (Cronbach's alphas) are in parentheses; n = 272.

4.3 Results of Tests of the Hypotheses

In this research, we built and tested a model that included interactions between transformational leadership, transactional leadership, and glass ceiling belief. The hypothesized model (structural model) presented a good fit (X^2 = 1150.46, *df* = 616, *p* < 0.01, RMSEA = 0,057, CFI = 0.92, NFI = 0.84). For hypothesis testing, the standardized values of the route coefficients in Structural Equation Modeling (SEM) were summarized (see Fig. 2).
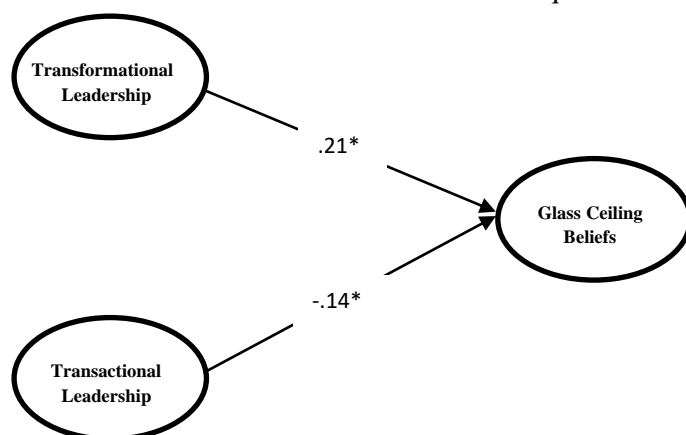

Figure 2. Retained Model.

Hypothesis 1 states that women who display a more masculine leadership style (transactional) do not encounter glass ceiling belief. As hypothesized, the direct link between transactional leadership and glass ceiling belief is statistically significant (β=-.14, *p*< .05). In this regard, the result showed a negative direct effect with transactional leadership and the glass ceiling belief. That means women leaders who display transactional leadership style do not encounter glass ceiling beliefs that represent a barrier of prejudice and differentiation for upward mobility in organizations. Therefore, Hypothesis 1 was supported.

Hypothesis 2 asserts women who display a more feminine leadership style (transformational) encounter glass ceiling belief. As hypothesized, the direct relationship between transformational leadership and glass ceiling belief is statistically significant (β = .21, *p* < .05). In other words, the result indicated that transformational leadership had a positive direct effect on the glass ceiling belief. This finding is consistent with leadership researchers (Appelbaum *et al,* 2002:48; Cuadrado *et al,* 2008:57; Chao, 2011:763), who propose that women usually display transformational leadership style due to this type of leadership provides them with a perception that cope with the dilemma of role incongruity (Eagly *et al*, 2003:573). Thus, Hypothesis 2 was also supported. According to these findings, we can say, if women leaders want to succeed in career progression, they must change and display a "*masculine*" leadership style (Lämsä and Sintonen, 2001:258).

5. DISCUSSION

5.1. Theoretical Implications

The present research explored the women leader' glass ceiling beliefs that differentiates according to masculine and feminine leadership styles. Even though gender differences in leadership styles have been extensively studied in literature (Korabik, 1990; Moran, 1992; Gibson, 1995; Kawakami *et al*, 2000; Coleman, 2003; Jonsen *et al*, 2010; Cuadrado *et al*, 2012; Schuh *et al*, 2014), based on the data that could be gathered within the scope of this study, no

study on women leader' glass ceiling belief weather that differentiate according to masculine and feminine leadership style could be identified.

Identifying women leader' glass ceiling belief that differentiate according to masculine and feminine leadership style, this study aimed to close this gap in the literature. More specifically, we found a significant and positive relationship between transformational leadership and glass ceiling belief.

Based on these results their glass ceiling beliefs also increase in women who display more feminine leadership style (transformational). On the other hand, there is a clear and negative relationship between transactional leadership and glass ceiling belief. Women who display more masculine leadership style (transactional) have their glass ceiling beliefs also decrease. These results are in accordance with Kawakami *et al.* (2000)'s and Moran's (1992) claims. According to Kawakami *et al.*, (2000:50), *"women may need to display masculine characteristics to be seen as effective"* and Moran (1992:480) stated that, "*if women wanted to succeed, they needed to learn to act more like men and to learn to play those male games"*.

During the study, also interviews were conducted face to face with senior and middle-level women managers. According to participants' comments, they primarily expressed their pleasure that the study was conducted on women's managerial leadership styles and glass ceiling beliefs. Moreover, some of the participants stated that they had difficulties in business life and could not be promoted because they were women. Surprisingly, one of the participants stated that the proportion of female executives in Thailand is 38%. However, the other participant stated, *"women make great soldiers but never great generals"*. One of the participants emphasized that: *"Gender inequality is deeply rooted in every organization, and this might have something to do with the history. And although it is changing it will not change unless higher rank officials start paying attention towards it. Also, females they have to take active roles rather than taking support roles. Most important thing I have noticed is females usually lack ambition or even if they have, they fail to generate enough attention towards themselves in the organization. As Sheryl Sandberg said sit at the table and raise your hand more often."* And the other participant said that: *"I am the only female foreign worker at my company, my boss and all the other 15 foreign workers are male. The company is a start-up and very informal - the men all wear flip-flops to work and the women all wear dresses. The men curse frequently in English and often "joke around" - often I feel uncomfortable but feel like I have to laugh at a sexist joke. It's really strange as my former company with over 2500 employees worldwide were much more professional and respectful towards all. I cannot change my current boss or job, but I will definitely consider company culture in the future before accepting a job"*.

As a result, our research findings showed that women who display more feminine leadership styles (transformational), their glass ceiling beliefs also increase and women who display more masculine leadership styles (transactional), and their glass ceiling beliefs also decrease. Although these findings are theoretically included in the literature, they have not been investigated by a survey. Therefore, these are considered as "unique contributions" in the literature.

5.2. Managerial Implications

During our research, one of the primary conclusions was that women who display more feminine leadership style (transformational), their glass ceiling beliefs also increase and women who display more masculine leadership style (transactional), and their glass ceiling beliefs also decrease. While trying to uphold their positions to higher levels in the organizations, ambitious women are often hindered by the glass ceiling, a covert obstacle for these women (Moran, 1992: 476). Namely, glass ceiling beliefs increase perceptions of inequality in promotion chances. Glass ceiling beliefs bring various personal and organizational problems with it, studies conducted on this issue showed that glass ceiling beliefs lead to numerous problems, including the rise in the number of people who intends to leave, employee turnover, low level of organizational commitment (Downes *et al,* 2014), organizational silence (Çakıcı, 2008), organizational cynicism (Ipçioğlu et al, 2018), low level of job performance and motivation (Çetin, 2011; Aydağ, 2012)

According to Moran (1992: 485), if today's organizations are to be successful in the future, they need to be transformed. In the information age, developing organizations are try out new structures (Eisler, 1991:13), such as flatter and less hierarchical. Therefore, these organizations need new managerial abilities that include negotiation, bargaining, and mediation (Moran, 1992: 485-490). So, the feminine qualities such as collaboration, open communication, sensitivity to feelings and development of support and trust (Korabik, 1990:289) are chances for increased managerial efficiency in developing organizations.

As a result, feminine attributes such as partnership, open communication, sensitivity to feelings, and the building of support and trust (Korabik, 1990:289) can help growing businesses improve their management efficiencies.

5.3. Limitations and Further Research

As is the case for any research, the present study has certain limitations. First, although interviews were conducted face to face with senior and middle-level women managers, woman managers are believed to be participants. First of all, despite interviews vis-à-vis with senior and middle-level women managers, the information for research was gathered on the internet and through the social networking sites where women managers are assumed to be the participants. A second factor was that the language of this research was English. Widely considered as an international language, speaking English can help convey female managers' leadership styles and glass ceiling beliefs more clearly. Thirdly, the data collection process may be another limitation of the study since this process was gathered through the "self-assessment" method which may end up in common-method variance as stated above. However, we discovered that this issue did not arise in this research using Herman's-single-factor analysis. The moderating effect of organizational culture and structure on the connection between female managers' masculine and feminine leadership styles and glass ceiling beliefs can be explored more deeply in future studies.

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