Femininity in Leadership

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Abstract

Despite women's advancements in school and the job, men outstrip females in leadership roles. Women hold only 26 percent of senior-level jobs and 21 percent of executive-level positions. Women are less likely than men to be promoted from entry-level to manager positions. In 1970, the first women's liberation demonstration was held in Washington D.C. Women are often discriminated against in the hiring process and paid less than men for doing the same job. The leadership gap is a symptom of a society that continues to value men more than women.

The author reviewed the relevant articles and scientific papers to discuss the difficulties in women's leadership and to propose a solution to this issue.

For women, it is important to advocate for yourself and your career goals. For men, it's important to be allies to women in the workplace and to champion policies that promote gender equality. One of the most important things that women leaders can do is to mentor other women. This can help other women to achieve their own goals. Gender diversity in leadership is important for a number of reasons.

Gender diversity challenges the stereotype that leadership is a masculine trait, and it also leads to more effective teams. By showing other women that it is possible to achieve their goals, women leaders can help others achieve their own goals. This is important because it allows for more women to be seen as capable leaders. It can also help create a more balanced and effective team.

Keyword: Leadership Roles, Manager Positions, Females, Women,

Introduction

The statistics are startling. Despite women's remarkable advancements in school and the job around the last 50 years, men vastly outstrip females in leadership roles, particularly at the top. Males are more in numbers than females to be leaders in every setting, from business boardrooms to the halls of Congress, universities to the courts, religious institutions to philanthropic groups. This subject has captivated the intellectual community ("Women in Management (Quick Take)," 2022).

A recent study by LeanIn.Org and McKinsey & Company found that women make up just 37 percent of entry-level employees in the United States, yet they hold only 26 percent of senior-level jobs and 21 percent of executive-level positions. Women are also less likely than men to be promoted from entry-level to manager positions, and they are more likely to leave their jobs mid-career (Berlin et al., 2019, 2019).

Women have also been prominent in the United States government, with women like Nancy Pelosi and Hilary Clinton serving as Speaker of the House and Secretary of State, respectively. Despite women's long history as leaders, they are still often underrepresented in leadership positions. In a study of Fortune 500 companies, only 4.6% of CEOs were women in 2012 (Soares, 2012). The number of women in leadership positions is even lower in other parts of the world. For example women participation in lower house in different countries is only 24%, and there are many countries it is less than 10% and even 0% (*Women in Parliaments: World Classification*, 2019).

It has sparked a heated debate among scholars and academics, writers and commentators, businesspeople and laypeople. It is a subject that has been analyzed, dissected and dissected again, and there is no agreement as to why this is so. Some say it's because women have chosen different paths; others suggest it's due to discrimination. Still others believe that women are

simply not as ambitious as men. But there is one thing that everyone seems to agree on: The leadership gap is real.

In February 1970, the first women's liberation demonstration was held in Washington D.C. and was organized by the National Organization for Women (NOW). The goal of the demonstration was to demand an end to sexism and discrimination against women. Over 50,000 women participated in the march from the U.S. Capitol to the White House. The Women's Liberation Movement also demanded that abortion be legalized and access to contraception be made available to all women (Kates & Moore, 2021).

There are a number of reasons why women are underrepresented in leadership positions. One reason is that women face greater obstacles in the workplace than men. Women are often discriminated against in the hiring process and are paid less than men for doing the same job. Additionally, women are more likely to be the primary caretakers for children and elderly family members, which can make it difficult for them to advance in their careers. Additionally, women are often socialized to be more passive and less assertive than men, which can make it harder for them to succeed in leadership roles (Schieder & Gould, 2016).

The leadership gap is often discussed in the context of the "glass ceiling," that elusive barrier that supposedly prevents women from moving up the corporate ladder. But the leadership gap is much more than that. It is a symptom of a much deeper problem. It is a symptom of a society that continues to value men more than women.

Problem Statement

The purpose of this research is to understand the problem in women leadership and the history of the women leadership.

Research Questions:

1. What is the problem in women leadership?

2. What is the history of the women leadership?

Significance of the study

This study will also focus on the importance and the factors that affect the position of women in leadership. It will also focus on how women leadership has changed over the years.

Scope of the research: This research will focus on the problem of women leadership and the history of the women leadership. It will also focus on the importance and the factors that affect the position of women in leadership. It will also focus on how women leadership has changed over the years.

Limitations of the research: This research has some limitations. First, the research is limited to the problem of women leadership and the history of the women leadership. Second, the research is limited to the importance and the factors that affect the position of women in leadership. Third, the research is limited to how women leadership has changed over the years.

Literature Review

Women empowerment and women leadership have been widely discussed in the literature. A number of studies have been conducted on the topic, and a review of this literature is presented here.

When women take on leadership roles in society, they are referred to as female leaders. The term "leadership" can be applied to a variety of contexts, including political and business leadership roles. In addition to the media, education, and the arts, women leaders can also be found in all other areas.

A few of the most important studies on women leadership are summarized below.

A study by Heilman et al., (2004) found that women who were empowered were more likely to be leaders in their organizations. Similarly, a study by Eagly & Carli, (2003) found that women who were more empowered were also more likely to occupy leadership positions.

One of the reasons why women are less in leadership roles is because of the stereotype that women are not as capable as men when it comes to leadership (A. H. Eagly & Carli, 2003).

This stereotype is deeply rooted in our society and it is hard to change. In addition, women face many obstacles when they try to enter leadership positions. For example, they may be discriminated against or not given the same opportunities as men (A. H. Eagly & Carli, 2003). The history of women leadership is also a factor that contributes to the lack of women in leadership roles. Women have only recently been given the same rights as men and they have not had as much time to catch up. In addition, the majority of leadership positions have always been held by men. This means that women have had to fight for their place in leadership (Washington, 2015).

Despite the obstacles that women face, there are a number of successful women leaders. These women have been able to overcome the obstacles and stereotypes that they face. They have also been able to create their own opportunities and networks. As more women enter leadership positions, it is likely that the number of women leaders will continue to grow.

Feminine leadership styles are generally seen as more interpersonal and relationship-oriented than masculine styles. They are also often more charismatic and democratic. And they are related to gender because of stereotypes of women as being more sensitive, warm, and tactful than men, as well as more expressive.

There is evidence that feminine leadership styles are associated with greater success in some contexts, particularly when the task is complex and requires team cooperation (A. H. Eagly & Johnson, 1990; Freeman & Varey, 1997). There is also evidence that feminine leadership styles can be effective in male-dominated contexts, such as business (A. H. Eagly et al., 2003).

In general, feminine leadership styles appear to be more effective when the task is complex and requires team cooperation, and when the context is male-dominated. God has already empowered women by birth, their decisions making power, courage if you look at our history women has always proved to be more courageous than men, their patients, their nature of sacrificing and keeping others happy, they think about others first then themselves, they are

very good with multitasking these all are good qualities of leaders which they have inbuilt in themselves only one thing they need to be trusted, give them freedom and opportunity and they will make the difference.

METHODOLOGY

The objective of this study the above questions through review of literature that involve searching for peer-reviewed journal articles that have been published on the topic. The author will conclude the discussion by analysing the relevant scientific literature.

ROLE OF MASCULINITY IN LEADERSHIP

Despite what you may have heard, leadership is not exclusively a masculine trait. Since men have dominated leadership roles for so long, society has come to associate leadership with stereotypically masculine qualities like aggression, decisiveness, and readiness to fight. It's also obvious that these characteristics are not limited to men, nor are they universal among men. Research has demonstrated that gender does not have a role in leadership success (Hyde et al., 2014).

In one study, students were asked to rate the leadership skills of male and female students (A. Eagly & Carli, 2007). The students rated the women as more effective leaders than the men. The U.S. Army Leadership Field Manual (Army, 2006) found that leadership is not gender-specific and that women are as effective as men in leading combat units.

A review of the literature on leadership found that women tend to be more effective leaders than men in a number of ways, including team building, negotiating, and taking initiative (A. Eagly & Carli, 2007).

When we acknowledge that leadership is not only a masculine trait, it might even be a better quality in women than in men. Women are naturally more inclined toward developing relationships (Hogan et al., 1994) and toward cooperation in groups (Tannen, 1994). Becoming a leader requires more than just possessing the right qualities. Women may have a more

difficult time achieving leadership roles than men (Biernat & Manis, 1994), but once they become leaders, they are better at it than men (A. Eagly & Carli, 2007).

Numerous research and books have dealt with the issue of the leadership style of males and females. Women frequently adopt the traditional masculine methods of leadership. For instance, a life-or-death situation necessitates swift, decisive action that can be carried out quickly under a competent leader. The study indicated that men and women are equally likely to be adept at this kind of leadership. However, women were shown to be more likely to say sorry to their co-workers for being brusque after the fact (Kolehmainen et al., 2014). Additionally, researchers have discovered that female leaders tend to favor transformational leadership styles, using charm, intellectual stimulation, and attention to individual followers as motivators (Bass & Riggio, 2005; as cited Matsa & Miller, 2013).

Differences across groups of women emerge because everyone has varied life experiences, like surroundings, culture, family background, education, etc. women are discriminated against uniquely, not only facing racial and ethnic bias but also encountering gender and racial discrimination in different ways from women and men in their racial or ethnic group (Humphreys et al., 2014). Scholars have coined the term "intersectionality" to explain this phenomenon.

This discussion indicates that while gender does not affect a leader's ability to be successful, it does affect how their leadership is perceived. This is an important distinction to make, as it highlights the importance of gender diversity in leadership.

The bottom line is that leadership is not a masculine quality. It is a human quality that can be exhibited by anyone.

HISTORY OF WOMEN LEADERS

Throughout history, women have frequently held positions of leadership. In practically every time and society, women leaders may be found, from the Egyptian pharaohs to the English

queens. Male leaders are still the norm in virtually all instances. Additionally, several rules and conventions that have placed limits on female leadership have permeated history, with every major religion having them (Christ, 2014).

Women have consistently worked as leaders since time immemorial. Women have functioned as leaders in social movements, and it's common to see women like Sojourner Truth and Harriet Tubman campaigning boldly for the liberation of African Americans, as opposed to a period of Egyptian history where women ruled over the country and employed social causes as well (Ngunjiri, 2012).

"From the time of the Pharaohs, women have held high positions in government in ancient Egypt. Queen Hatshepsut, who ruled Egypt from 1473 to 1458 B.C., was one of the most successful pharaohs in Egyptian history. She oversaw the construction of many famous monuments, including the Temple of Karnak, and she expanded Egypt's trade with other countries. Other notable women rulers of Egypt include Cleopatra, who ruled from 51 to 30 B.C., and Nefertiti, who ruled alongside her husband, Akhenaten, from 1353 to 1336 B.C."(Mark, 2016)

"Women rulers were very common in ancient Egypt. In fact, women may have been more likely to rule than men. Many women served as regents for young kings or as formal rulers in their own right. The most famous example is Cleopatra, who ruled Egypt from 51 to 30 B.C. She was the last pharaoh of Egypt." (BBC History, 2021)

Golda Meir, the fourth Prime Minister of Israel, was born in Kiev in the Russian Empire (now in Ukraine) on May 3, 1898, and died in Jerusalem on December 8, 1978. She was the world's first and only female Prime Minister with a Jewish background. Meir was elected Prime Minister of Israel on March 17, 1969, after serving as Minister of Labor and Foreign Minister. She resigned as Prime Minister in 1974, but remained a member of the Knesset until her death (Berit & Strandskogen, 2015).

Margaret Thatcher, the Prime Minister of the United Kingdom from 1979 to 1990, was born on October 13, 1925, in Grantham, Lincolnshire. She was the first and only woman to hold the office of Prime Minister. Thatcher was known as the "Iron Lady" for her uncompromising political and economic beliefs. She died on April 8, 2013, at the age of 87 (Thatcher, 2012).

Women were also some of the most influential people during the American Revolution. Abigail Adams, wife of Founding Father John Adams, was a powerful advocate for women's rights and helped to shape her husband's thinking on the issue (*Abigail Smith Adams*, n.d.). Mercy Otis Warren was another key figure in the Revolution, and her writings were essential in shaping the public's view of the war and the newly formed United States (Shalev, 2015).

Rani of Jhansi, whose birth name was Manikarnika Tambe, was born on November 19, 1828, in Varanasi, India. Known as one of the most famous Indian women to have fought against British rule, she came from a Marathi Karhade Brahmin family. Lakshmibai, formerly known as Manu, was a symbol of strength and fortitude and was renamed following her marriage to Lakshmi. She's remembered for her great courage and strength as a leader (Ganguly, 2021).

Honorable Former Prime Minister Sirimavo Bandaranaike of Sri Lanka, who was better known as Ceylon, became the first woman to be elected head of government in the modern world after her husband's assassination. She entered politics in 1960 and was elected to be president two years later. She stayed in power until 1977 (Iwanaga & Studies, 2008).

In India, female leadership has found a new symbol: the ex-prime minister Late Mrs. Indra Gandhi, daughter of Prime Minister Jawaharlal Nehru. she was predestined for politics, appointed as prime minister in 1966, she reaped widespread public support in many areas like an agricultural improvement, Pakistan war which also resulted in the establishment of Bangladesh in 1971. There are many more who have proved that females are must better in leadership than men (Chakrabarty, 2008).

Despite the fact that women have always been leaders, they have not always been recognized as such. In many cases, women's accomplishments have been overshadowed by their male counterparts.

LEADERSHIP IN WOMEN

Every individual has a different leadership style. An individual who is good at communication, motivating others, translating the vision in the right direction and proper decisions are true leaders. A leader is a person who gives direction in times of difficulty and inspires others for team building and teamwork, the leader shares credit and takes the responsibility for failure, they praise their team in front of all and convey the mistakes respectably. They are the ones who are responsible to make the workplace environment happy.

There is a growing body of evidence that suggests that women in leadership positions can have a profound and positive impact on organizations and society as a whole. A recent study by the Peterson Institute for International Economics found that firms with women in top management positions are more profitable than those without. Furthermore, a study by McKinsey & Company found that companies with women in top management positions are more likely to outperform their competitors (*Women in Healthcare | McKinsey*, n.d.).

There are many reasons why women make excellent leaders. Women tend to be more collaborative than men, and are more likely to take a consensus-based approach to decision-making. They are also more likely to prioritize work-life balance, and create a more supportive and inclusive environment in the workplace.

Women have always proved themselves, whether, at home or office, they can manage the human nature of everyone who surrounds them, whether it is children or senior citizens. They know how to manage egos get the work done from their team and keep them happy. Because from birth they are taught to be patient and to sacrifice for others. They are taught how to manage their egos and keep everyone happy.

Women have always been the backbone of society. They are the ones who nurture and care for the next generation. They are the ones who teach our children how to be kind, caring and empathetic. It's time for the world to see that women are just as capable as men when it comes to leadership. We need more women in positions of power so that we can create a more equal and just world.

"Women who can run the family is capable of running the country" Past few decades women have never been given the choice for leadership roles, but now in this era, women have changed the scenario many women are placed in leadership positions. These are the interesting changes in our new society.

Despite the clear benefits of having women in leadership positions, progress has been slow. Women currently hold just 24 percent of senior management positions globally, and only 5 percent of Fortune 500 CEOs are women. This needs to change ("Women in Management (Quick Take)," 2022).

It's time for the world to recognize the benefits of women in leadership, and commit to placing even more women in positions of power.

WOMAN'S DURING THE VEDIC PERIOD

Women during the Vedic period have enjoyed high status with men in all aspects of life, they were educated, they were married at the proper age, not only this they had the freedom of choosing their husband (Swayamwar) and live-in relationship called Gandharva marriage. In Mahabharat, the story of Draupadi's marriage to five men is a case in point. This pointed to the fact that polygamy was matched with polyandry during the Vedic era. Also, in Puranas, every god was shown in the consort of their wives (Sahgal, 2005). Idols of God and Goddesses were depicted with importance to both genders. Separated temples were set up for Goddesses and in each temple, Goddesses were treated and worshipped with as much case and deified as Gods were.

Vedic literature shows that women were held in high esteem and were equal to men in all aspects of life. There were many female sages and seers, and women were also educated. Idols of goddesses were given as much importance as those of gods, and women were shown taking part in religious ceremonies and rituals.

The position of women started to decline in later Vedic times, with the rise of the patriarchal system and the advent of the caste system. Women were increasingly confined to the domestic sphere and their rights and freedoms were curtailed.

Within the political structure of the Vedic culture, women held significant positions. She is the most significant person in the entire universe, per the Atharvaveda. At both the Vidatha Sabha and the Vidatha Sabha, women were permitted to freely express their opinions. The Vidatha was a privilege granted to newlyweds when they were sent to their husbands' homes, according to an Atharva Vedic text. This happened following the wedding. It was common practise for women to work as messengers during that time period. Men and women received equal training opportunities in the military at the time. Vispala and Mudgalani are observed together on their way to the battlefield. Their prior military experience made achieving this objective much more feasible (Dwivedi & Malik, 2022).

THE CHALLENGES

Women are the symbol of strength, love, sacrifice, and bravery. The role of women has changed from household chores and taking care of family significantly, they are now self-sufficient in all the areas, aware of situations, and financially independent. Women are successful in every realm of life, they are the best manager, they manage the house, children, in-laws, and husband and still, they have come out and proved to be more competent and productive than men.

"If you want to learn management observe your mother because she is the best manager".

The numbers are stark. Despite women's notable gain in education and the workplace over the past years, men greatly outstrip women in leadership, especially in higher positions. Whether it is corporate, education industries or any other positions males are more than females when it comes to leadership. More than 60 percent of the female leaders surveyed by Mamata Mahapatra and Sonu V Gupta recognise the "male ego" problem (Mahapatra & Gupta, 2013). Many women in management positions have to deal with the male ego issues that are so prevalent nowadays. Stereotyping and cultural norms were cited as major obstacles by many of the women managers, including their own self-consciousness, the difficulty of being accepted by male coworkers, and their cultural ties to India and their own families. In a various research following are the main barrier in the path or leadership for women.

- A person's conscious and subconscious prejudices (Madsen & Andrade, 2018)

- Absence of desire to rise to the top position (Ibarra et al., 2013)

- A dearth of role models, mentors, and sponsors ((Barber, 2013)

- Work-life balance policies are lacking (Hua et al., 2018)

- Challenges of balancing work and family life (Schueller-Weidekamm & Kautzky-Willer, 2012)

- The 'lean-out' craze (Orr, 2019)

- Lack of connections, recognition, and resources, both inside and without the organisation (Ibarra et al., 2013)

Another reasons behind this being women's role to take care of the household work and family were as men responsibility to take care of earning in the past remains same even today, hence work and responsibilities were equally shared between both, now women have started working, but the workload has remained same for men, whereas, for women the workload has increased, professional life is an addition in their household work

The work of woman and man are clearly defined in Indian society, men have to earn bread and butter whereas women's job is to look after the family, since now woman have started working this distribution of workload need to be redistributed again between both of them equally. This unequal distribution becomes the toughest test of the patient, sacrifice, energy, and her leadership at workn (*Role & Status of Women in India*, 2017).

Hence women are overloaded with two responsibilities whereas men are enjoying unshared responsibilities. Despite all hurdles she is proving herself and walking hand in hand with the time, she is becoming the instrument in bringing the change in a home and the society. Her scarifies are making her stronger and bolder. To increase the number of women in leadership positions we need significant changes in society. The chapter will try to find the answer to all the research questions through the review of the literature.

WOMEN TODAY

Empowerment is now trending, especially when it comes to leadership, business grows and success with the contribution on their employee means combine efforts of men and women, lately, companies have started realizing the importance of the power of women in the organization, unfortunately, it is late for them to understand the sheer passion, women have emerged as the true driving force and reached the peak, hence more women are being hired on a leadership position and they are driving the companies in achieving their goals more effectively (Coughlin, 2003).

Women are proving themselves every time on par with men they are not only better in leadership they are also best in decision making. Not only do these women bring diversity to the thinking process which leads to better decision making these are all inborn qualities of women, they know who likes what, not only in cooking, even while decorating their home,

managing people around and their choices this makes them patience and good decision-makers, hence their leadership style is quite different than men, but they also make it easy to forge work relationship, they get things differently for the ultimate benefit of the organization and at the same time they can keep their surrounding happy, the employee is happy and relax when they are working under women leadership (Burns et al., 2021).

Because the women have to balance between their family and work no matter what position they are working, this makes them more perfect and efficient because to maintain this balance they know how to perfectly utilize their time with full potential. Hence when women are in a leadership position, it gives the organization a framework to achieve efficiency through ideal time management. Because it is the women who know the best time management styles.

WHAT CHANGES CAN BE BROUGHT

It is old news all over the world and even in India that women are doing an equally responsible and challenging job like men do to earn bread and butter. The woman, working is still facing unique challenges, unique because all of them are not logical and somehow they are just because of inherited social taboo in all living races on this planet.

Working Woman in India has a very different and more challenging schedule as our society has clearly defined work for women and men. New economic equations are challenging the old definition and distribution of work and somehow the redistribution of work today is not done with the fresh idea of justice. Patriarchy attitude has brought inequality in the value of work as work.

Transformation is not easy especially when you are taught to take care of everyone, take care of the house, and then the family member when you are taught to sacrifice for others happiness, not to raise your voice, where education is not for girls since birth if you are taught this. Women are right in the middle of convergence right now, trapped between their career and family

responsibilities, women are battling between their rights and acceptance from society. Fortunately, they are rising and stepping out. It serves as a light for people to accept themselves. An educated woman in the house educates the family, hence It is very important to promote women in leadership for creating and enabling the environment for women to hone their leadership qualities. Despite many efforts to empower women and see them in leadership positions the figure is quite upsetting, there are very few numbers on top positions even very few are heading in government positions, this absence of gender equality in a leadership position hampers good leadership qualities and efficiency which ultimately the economy is the sufferer, corporate house, business and companies needs best leaders and which cannot be accomplished if you exclude women.

Recruiting women in leadership positions and companies can give equal opportunity for women as well, without making any difference in compensation, power, position, job responsibilities it should be based on concrete goals and measures with proper follow-up

Companies should look for the requisite talents in women to occupy any positions gender should not be the criteria for selecting or rejecting the candidate it should be more on skills, capabilities, leadership skills, and decision-making skills.

Many times, it is observed that different treatments are given to men and women like "women take more holidays", "they leave in time they do not wait after office hours hence this responsibility cannot be given to them" and so on, but the fact is that they are doing dual role in their life and men has to play only one role, even after their dual role they make sure their work is done, hence organization should look for the output leaving behind other irrelevant things.

- Companies should decide to promote women's advancement in the career
- Recruitment should be based on competency, not on gender
- Talent should be recognized not based on the gender

- Training & growth opportunity should be equal for both

- Ensuring equal status in all spheres of life

- Ensuring safety while work and in personal life

Conclusion

The good news is that there are steps that both women and men can take to help close the gender gap in leadership. For women, it is important to advocate for yourself and your career goals. It is also crucial to build a strong network of mentors and sponsors who can help you navigate the workplace. And for men, it is important to be allies to women in the workplace and to champion policies that promote gender equality.

Despite the obstacles that women face, there are a number of ways to increase their representation in leadership positions. One way is to increase the number of women in the workforce. This can be done by providing affordable child care and flexible work schedules. Additionally, organizations can provide training and mentorship programs to help women develop the skills they need to be successful leaders. Finally, it is important to increase the visibility of women leaders in the media and in other public forums. This can help to inspire other women to pursue leadership roles and to show that women can be successful leaders.

One of the most important things that women leaders can do is to mentor other women. By sharing their experiences and knowledge, women leaders can help other women to achieve their own goals. Additionally, women leaders can provide support and guidance to other women who are facing challenges in their careers.

Women leaders can also serve as role models for other women. By demonstrating their own success, women leaders can show other women that it is possible to achieve their goals. Additionally, women leaders can provide inspiration and motivation to other women who are working to improve their own lives.

Gender diversity in leadership is important for a number of reasons. First, it helps to challenge the stereotype that leadership is a masculine trait. This is important because it allows for more women to be seen as capable leaders, which in turn can lead to more women being appointed to leadership positions. Second, gender diversity in leadership can help to create a more balanced and effective team. Studies have shown that teams with a mix of genders tend to be more effective than teams that are all of one gender.

This discussion indicates that gender diversity in leadership is important for both practical and symbolic reasons. Gender diversity challenges the stereotype that leadership is a masculine trait, and it also leads to more effective teams.

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