Chapter 2: Literature Review

What is the Impact of Leadership Styles on Issues Surrounding Gender and Equality in a Male Dominated Entity?

2.1 Introduction

This section of the paper reviews the literature which has been used by other people in connecting to the leadership styles, as well as their impact on gender and equality, especially in a male dominated entity. One organization included in the study is ABC AutoShop. The research work of others and materials give basis in the formation of a great argument in terms of answering a specific research question. By definition, leadership refers to the critical management among employees, subordinates or followers in a more organized way, with the purpose of attaining the same goal. As explained by Norton (2012, p.7) "leadership is a situation that dwells in the context involving interaction between followers and leaders, making leadership well available to everyone." Leadership can either be assigned or emergent, where assigned leadership is based simply on a person's position in an organization, or a specific office. On the other hand, emergent leadership refers to the type of leadership in which people assumes that someone is capable of leading them. The difference between these types of leaderships is that emergent leadership is achieved with the help of other people, since the individual is influential regardless of the title that the person has in the organization.

There are certain qualities that are demonstrated by leaders, making them standout from the rest of the other workmates or employees in a workplace. A leader that is dependable is not just skilled, but competent at the same time. A leader should also set an example to fellow employees and subordinates because they act as the mirror of the company. Matthews (2001, p.108) explains that an effective and efficient leader should be equipped with three important things. One, they need to be able to understand people, have genuine love for the people they are leading, and they should also be able to help their followers.

By performing this study, it is easy to utilize the data for the purpose of comparison, and in deducting the type of leadership style that is more related to this. As explained by Norton (2012, p. 21), the major qualities in leadership are integrity, intelligence, determination, sociability and self-confidence. The leadership styles also enable gender equality and sensitivity to be applicable only if the type of leadership used displays them. A leader need to be agreeable with employees, motivating them. He or she should also have cognitive abilities, sociable, and open. The workplace is run and headed through various styles of leadership. Most organizations that are male dominated, such as in the car manufacturing field is managed in a way that women always have to face the glass ceiling, so to say. This situation means that women usually take a long time before they get promoted, or be given the chance to head an organization.

Because of the leadership styles related to gender, "it is the women who are usually the focus of common discussions regarding the impact of gender on an organization's leadership" (Eagle & Call 2009, p.784). The reason behind this is because men usually hold their positions, with the various styles of leadership being defined. As such, there is no more need to study them further. For this very reason, it is very important to use and evaluate the relevant styles on leadership when it comes to determining whether any type of gender equality is being practiced in organizations that are male dominated (Allen and Sawyer 2012, p.238). Even though research has already been completed focusing on the influence of women, only little agreement has been achieved on how women actually lead. Most of these agreements are based purely on the concept of feminism, focusing only on why women were not able to lead rather than focusing on the different leadership styles which impacts gender equality (Graff and Martin 2012, p.317). The analysis of leadership and gender is considered a broad subject, where the social role perspective considers the behavior, together with some expectations that constitute the so-called gender roles.

The issue involving gender roles and leadership within the workplace is not just characterized by hierarchical positioning, but also by the limitations and constraints of gender roles. This is being proven by research which is carried in the organization under study. Gender is also used in maintaining implicit background of roles in the work place. Leaders who depend on gender tend to behave differently within the workplace (Gopher, Manna and Denson 2005, p.8). Some may even have democratic behavior used in encouraging subordinates while others show autocratic behavior that ends up discouraging the participation of employees and subordinates in the process of decision making (Luschia and Ammon 2012, p.154).

The domineering and self-governing behaviors also have the same attributes such as in directive and participative leadership. For example, men are viewed as more controlling and dominant, which means that they can be more directive and autocratic compared to women. This is also portrayed in the study conducted in the organization.

Gills and McLawrence (2011, p.164) noted that the autocratic form of leadership is a type of leadership wherein the leader is the one who makes the decision. The ideas and information flow form a single direction, that is, from the management, going to the workers. These autocratic leaders are also viewed as heavy minded and narrow minded who do not like to share power (Taylor (2008, p.67). Those who end up treating their employees with a bit of fairness and decency are the ones who are considered as knowledgeable (Base and Rigor 2011, p. 209).

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