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**GENDER BIASED PERCEPTION OF LEADERSHIP AND  
DISCRIMINATION IN HIRING: A QUANTITATIVE RESEARCH BASED  
ON ROLE CONGRUITY THEORY AND AMBIVALENT SEXISM  
THEORY**

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**Gender Biased Perception of Leadership and Discrimination in Hiring: A Quantitative Research**

**Based on Role Congruity Theory and Ambivalent Sexism Theory**

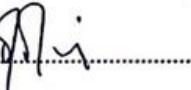
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## ABSTRACT

Gender stereotypes in leader selection process may create discrimination, especially with presence of recruiter's sexism. The present study aimed to investigate the results that hiring decision and employability assessment provide for male and female candidates in relation with leadership style (communal vs. agentic). Besides exploring the association between candidate gender and leadership style in accordance with Role Congruity Theory, ambivalent sexism level of participants was also considered as a factor on decision making process. A total of 202 participants were included in the study and played recruiter role in a hiring simulation consists of assessing candidates' employability and making hiring decisions for them through resume review.

The results showed that while employability scores of each gender did not significantly differ in both communal and agentic leadership condition; hiring decisions that were made for each gender did differ. Significantly, male candidates applied for communal leadership position received the lowest probability to be hired from recruiters with high level of sexism. Other conditions did not differ from each other.

*Keywords:* gender stereotypes, leader selection, resume review, agentic-communal leadership, ambivalent sexism

## ÖZET

Lider işe alım süreçlerinde cinsiyet rolü normları özellikle de işe alımcının cinsiyetçi tutumları ile etkileşime girdiğinde ayrımcılıkla sonuçlanabilir. Bu çalışma; kadın ve erkek adayların farklı liderlik türlerine göre (toplumcu ve bireyçi) istihdam edilebilirlik puanlarını ve işe alınıp alınmama oranlarını karşılaştırmak amacıyla düzenlenmiştir. Aday cinsiyeti ve liderlik türü eşleşmelerinin Rol Uyum Kuramı açısından değerlendirilmesinin yanı sıra, işe alımcının Çelişik Duygulu Cinsiyetçilik derecesi karar verme aşamasında etkili olan bir faktör olarak ele alınmıştır. Toplamda 202 katılımcının yer aldığı çalışmada katılımcılar işe alım simülasyonuna dahil olmuş ve adayların öz geçmişlerini inceleyerek işe alınabilirliklerini puanlamış ve kararlarını vermişlerdir.

Çalışmanın sonuçları hem toplumcu liderlik yaklaşımında hem de bireyçi liderlik yaklaşımında kadın ve erkek adayların işe alınabilirlik puanları arasında anlamlı bir fark olmadığını; fakat işe alınma kararlarında fark olduğunu göstermiştir. Anlamlı olarak, toplumcu liderlik pozisyonuna başvuran erkek adayların işe alınma olasılıkları en düşük olan grup olduğu görülmüştür. Diğer gruplar anlamlı bir farklılık göstermemiştir.

*Anahtar Kelimeler:* cinsiyet rolleri, lider işe alımı, öz geçmiş değerlendirme, bireyçi-korumacı liderlik, çelişik duygulu cinsiyetçilik

## INTRODUCTION

Gender role stereotypes have been present in every part of life throughout history. The reason why stereotypical beliefs dominate everyday life is that it allows people to make instant decisions without much effort. People come up with judgements about each gender sometimes in a positive and sometimes in a negative way. According to Role Congruity Theory, discrimination mostly occurs when sex role stereotypes are violated (Eagly & Karau, 2002). The traditional stereotypes for each gender create discrimination in work life especially for women when it is about managerial roles. Since traditional leadership profile is more matching with male-like traits (Schein, 1973); women might be undervalued for taking leadership roles in companies.

According to several research, a prototypical leader is mostly expected to have agentic traits those are also in congruent with male gender while female is attributed with communal traits which creates a mismatch with ideal leader profile (Eagly & Karau, 2002). Communal traits contain more dependent and naive characteristics while agentic traits are more independent and aggressive (Bakan, 1966; as cited in Eagly & Karau, 2002). As people expect a leader to be a strong and competitive profile, they make more attributions with agentic traits according to ‘think manager, think male’ phenomena (Shinar, 1975). Stemming from this stereotypical matching, women are less likely to be hired, promoted or receive good evaluation for leadership positions than men are; even if they are successful (Eagly & Karau, 2002; Heilman, Wallen, Fuchs, & Tamkins, 2004).

Stereotypical beliefs about each gender may go hand in hand with sexist beliefs while making recruitment decisions. According to Ambivalent Sexism Theory (Glick & Fiske, 1996), men are perceived more dominant while female are naiver in their sex roles. Ambivalent sexism with its dimensions Hostile and Benevolent sexism, might create discrimination in several situations as in leader selection. According to the theory; it is suggested that women should be in female-type roles and male should be in male-type roles such that a woman's application for a leadership position means violating the sex roles and might face with not being likable or preferable if the recruiter is high on ambivalent sexist beliefs (Masser & Abrams, 2004). The reverse is also applicable for men such that a male in female type role is perceived as less competent (Clow, Ricciardelli, & Bartfay, 2015).

In recent years, the question that if any change has been occurring in gender and leadership stereotypes has became a much-debated topic. Although there are more studies that have suggested a discrimination based on gender in leader selection are available so far, some research revealed that there is a change in stereotypes about female and male traits and leadership style (Eagly, Nater, Miller, Kaufmann, & Sczensy, 2019; Duehr & Bono, 2006). Thus, the aim of this study is to provide a piece of example to see if there is any change in stereotypical beliefs by examining participants' employability evaluations and hiring decisions about male and female candidates for two types of leadership in association with Ambivalent Sexism.

# CHAPTER 1

## LITERATURE REVIEW

### 1.1. GENDER AND STEREOTYPES

‘Stereotype’ as a term is defined by Hilton and Hippel (1996) as “the beliefs about the characteristics, attributes, and behaviours of members of certain groups” (p. 240). Individuals might apply stereotypes in their belief systems sometimes with awareness and sometimes without noticing in such a way that unconsciousness referral to stereotypes are generally activated without awareness of the individual; while controlled referral to stereotypes are usually activated deliberately for processes like decision making (Devine, 1989).

The underlying reason why individuals apply stereotypes frequently is because it allows a shortcut to evaluate a situation and fastens the information processing (Hilton & Hippel, 1996). The content of stereotypes can be positive and negative depending on the target of stereotyping; such that positive stereotypes are often used for in-group members; while negative stereotypes are attributed to members of out-group such as other religions and gender; and it is more likely to include false evaluations (Hilton & Hippel, 1996).

#### 1.1.1. Gender Role Stereotypes

Grammatical usage of the word ‘gender’ dates back to 14<sup>th</sup> century and its popularity as an academic term has been increasing since 20<sup>th</sup> century (<https://en.oxforddictionaries.com/definition/gender>). Despite being used for

centuries; there is still confusion about the difference between meaning of ‘gender’ and ‘sex’ (Pryzgoda & Chrisler, 2000). To describe in the simplest term; ‘sex’ is physiological categorization of being male or female based on genitalia classifications; while ‘gender’ is social categorization of norm behaviours and social arrangements belonging to each sex category (West & Zimmerman, 1987). Hence gender is a concept formed by social norms; it includes activities of people ‘*doing gender*’ to rationalize their identity in congruence with society’s expectations (West & Zimmerman, 1987).

Gender stereotypes are formed by two types of components which are descriptive and prescriptive (Burgess & Borgida, 1999). Descriptive norms of gender stereotyping have more traditional characteristics of stereotyping based on beliefs and attributions that characterize how men and women are present (Fiske, Bersoff, Borgida, Deaux, & Heilman, 1991). Fiske and her colleagues (1991) emphasized that prescriptive components of stereotyping include expectations about how women and men “should” behave and how they “should not” behave. Prescriptive components of gender stereotyping drew attention much more later than descriptive components. For the first time, prescriptive aspects of gender stereotypes were recognized when an accountant Ann Hopkins sued Price Waterhouse after being rejected to be partner because of gender stereotyping (Price Waterhouse v. Hopkins, 1989). Ann Hopkins stood for being candidate to be a partner in a big project with Price Waterhouse. Despite her being competent enough and qualified candidate for partnership; she was not selected for the position at the voting. The rejection notes, which were providing feedback about her not being

selected, included stereotypically constructed beliefs like she is being macho, not enough charming, behaving authoritative, overly aggressive and how she is violating gender roles while acting “like a man”; so it was revealed that the underlying reason of why she was not selected was discriminative attitudes of others (Hopkins, 2005). The case was one of the very first case that a psychologist (who was Dr. Susan T. Fiske in this case) was involved and make examination about if the case was based upon gender stereotyping and discrimination or not. Ann Hopkins was not accepted by the other colleagues because she was violating the rules of her gender by her behaviours and manner; and she was not acting “feminine” enough as a woman “should” do (Burgess & Borgida, 1999).

Descriptive norms consist of expectations about definition of how men and women are; and prescriptive norms consist of expectations about approved and disapproved behaviours for each gender come together and form ‘gender roles’. To make the difference clear; it can be said that descriptive aspects of gender stereotyping constitute the belief that women are not capable enough to hold traditional masculine traits while prescriptive aspects support descriptive aspects by targeting women who violate gender expectations (Burgess & Borgida, 1999).

Sex role stereotypes, which are attributed to each gender, differ from each other in regard to their social desirability and worthiness (Lii & Wong, 1982; Rosenkrantz, Bee, Vogel, Broverman, & Broverman, 1968). Rosenkrantz and colleagues (1968) suggested that male type characteristics are seen more socially desirable and it is attributed with more worthiness than female type characteristics by both men and women.

Despite stereotypical evaluation of women has been getting more favorable than evaluation of men through the time (Eagly & Mladinic, 1994) and the gap between differences of social roles for each gender has been closing since women have started to be more involved in work life (Diekman & Eagly, 2000); gender stereotypes that root in paternalism still continue to exist (Prentice & Carranza, 2002).

### **1.1.2. Agentic and Communal Traits**

Gender roles in terms of its both descriptive and prescriptive ingredients are constituted through socially accepted expectations based on stereotypes about how each sex are expected to behave, dress, work and so on (Eagly & Karau, 2002). In respect to descriptive and prescriptive aspects of gender stereotypes; women are expected to possess *communal traits* described with more domestic adjectives such as nurturing, caring, nice, emotional and sympathetic and; ‘should’ behave in accordance with these traits; while men are expected to have *agentic traits* described with dominant adjectives such as aggressive, competitive, independent and leader and; are expected to behave in that manner (Bakan, 1966; as cited in Eagly & Karau, 2002). Both communal and agentic trait attributions to each gender root in people’s observations of activities those men and women are involved in social life for many centuries (Diekman & Eagly, 2000).

In a traditional social construct; social roles for each gender are mostly defined on expectations that stem from ingredients of male dominance, sexual reproduction and gender differentiation (Glick & Fiske, 1996). In most of the

cultures around the world; women have been taking domestic roles like caring for others, child bearing, nurturing and giving love to men; while men take protective roles including providing food and shelter for family, working, fighting and leading (Glick et al., 2000). Segregated attribution of communal and agentic traits to each gender stems from these social observations and expectations of sex roles (Eagly & Karau, 2002).

### **1.1.3. Stereotype Content Model**

Agentic or communal trait attributions to each gender hold the belief that gender roles are complementary (Kahalon, Shnabel, & Becker, 2018). Men are perceived as dominant and family protector while women are perceived as home maker and emotional support provider in regard of their roles in society from heterosexist point of view which approves men in public and women at home (Glick & Fiske, 2001). This stereotypical view of men and women is based upon the idea of interdependency of each gender to survive and fulfil the role expectations of society.

According to work by Fiske, Cuddy and Glick (2007), survival in interpersonal relationships is determined by two universal aspects which are called “warmth” and “competence”. When people meet a new person; they evaluate him/her based on these two dimensions. ‘Warmth’ reflects to perception that if other person is harmful or not; while ‘competency’ reflects to question that if the other is harmful and is he/she competent enough to harm me (Fiske, Cuddy, Glick & Xu, 2002). On the basis of this two-dimensional cognition of perception; Fiske and her

colleagues (2002) suggested *Stereotype Content Model* to identify the principles of stereotyping. According to the model, structure of stereotypes can be identified through two levels (low vs. high) of two dimensions (warmth vs. competent). Member of an outgroup is perceived through mixed stereotype content as being considered as low in competent but high in warmth or the other way around.

Stereotype Content Model sheds light on gender stereotypes by explaining it through two categories of stereotypes: *Paternalistic Stereotypes* and *Envious Stereotypes* (Fiske et al., 2002). Paternalistic stereotypes are formed through the idea of power superiority of male gender on female gender such that women are naive and in need of men's protection (Fiske et al., 2002). The idea is based on subjectively positive description of woman and attribution of communal traits (reflects to be high on warmth) but viewing lack of agentic traits (reflects to be low on competence). Paternalistic stereotypes promote traditional view of women and live in descriptive aspects of stereotyping. Besides, envious stereotypes are the opposite of paternalistic stereotypes regarding its level of dimensions. It is directed toward non-traditional type of women who do not fit in stereotypical gender roles and do not represent communal traits (Fiske et al., 2002). Envious stereotypes are the view of these women as high on competent but low on warmth dimension

Paternalistic and envious stereotypes above mentioned are the underlying sources of Ambivalent Sexism which consist of Benevolent and Hostile Sexism dimensions (Fiske et al., 2002).

## 1.2. AMBIVALENT SEXISM THEORY

Stereotypes had been only approached by its negative content and determined as unfavourable attitudes towards out group members since Allport (1954) indicated his traditional view of prejudice. However; this one-sided view of stereotype was not able to explain how come women are liked but still discriminated. From that point of view; Glick and Fiske (1996) reframed the definition of sexism as a bipolar concept with two dimensions comprised of Hostile Sexism and Benevolent Sexism. According to Ambivalent Sexism Theory; sexism is needed to be considered as a more complex concept than traditional understanding which perceives sexism as an attitude directly constructed through hostility toward women. While hostile sexism shows itself with negative attitudes towards women such that antagonistic, aggressive, dominant and antipathetic beliefs, thoughts and behaviours; benevolent sexism is hidden in the “so called” positive feelings toward women including protection, being extremely nice and helpful and adoration (Glick & Fiske, 1996). Hostile sexism is a more traditional and negative way of expressing attitudes including dominance of paternalism; while benevolent sexism sounds to be expressed in a more caring, thoughtful and kind way. Although benevolent and hostile sexism are acted in opposite directions within their content; mostly they carry a positively correlated relationship. Despite benevolent sexism might be confused as innocent or well-intentioned; Glick and Fiske (1996) points out that it is as harmful as hostile sexism for gender equality and both types are the basis for maintaining patriarchy. Because; it holds the

intention that men are powerful and can give protection to women if only women agree she is weak and need men's protection.

### **1.2.1. Three Underlying Components of Ambivalent Sexism**

Benevolent sexism holds the idea that women are adorable and naive, and men should protect them and greatly admire them (Glick & Fiske, 1996). The subjectively positive attitudes of benevolent sexism toward women seems paradoxical; because gender inequality is still a significant issue in modern societies and sexist ideologies have direct effect on increasing sharpness of gender hierarchy (Brandt, 2011). Within this context; Glick and Fiske (2001) asked the question “How can a group be almost universally disadvantaged yet loved?” (p. 110) and explained how benevolent and hostile sexism go hand in hand on the basis of three main components which are *paternalism, gender differentiation and heterosexuality*. Since *paternalism* and *heterosexuality* interact in both dominative and protective ways; sexism shows itself within the belief that women are “weaker” and “inferior” than men regarding competency and power; so, they should be protected and nurtured by men in return they are expected to fulfil men's sexual, romantic and domestic needs with their warmth. Providing protection and in turn expecting reproduction capability from women elicit ambivalent sexist attitudes of men; such that while providing protection; men are at the superior position; on the other hand, women are adorable, lovable and precious since they complete a man's heterosexuality and take role as their mothers and lovers (Glick & Fiske, 1996, 2001). Together with paternalism and heterosexuality; gender differentiation is the

third and last component that constitutes ambivalent sexist attitudes. *Gender differentiation* also generates both hostile and benevolent sexist attitudes. While gender differentiation shows itself in the face of hostile sexism through greater physical strength of men, men's desire to have dominance on opposite sex; it also shows itself as benevolent through gender attributed social roles and domestic responsibilities expected from women such as giving birth, babysitting, satisfying sexual needs, and so completing the existence of men by their communal traits which are lack in men's characteristics (Glick & Fiske, 1996). Even though women are seen as complementary part of men's completeness thanks to their communal traits; still they are depicted as lovely but inadequate due to predominantly socio-emotional disposition of communal traits attributed to female gender (Glick et al., 2000).

### **1.2.2. Complementary and Complimentary Tones of Benevolent Sexism**

When Glick and Fiske (1996) published the multidimensional structure of sexism; they especially noted that benevolent sexism might be more damaging than hostile sexism for gender equality.

In consequences of its favourably depiction of women and being socially more acceptable; benevolent sexism is harder to be recognized and so better able to strengthen patriarchy inwardly (Barreto & Ellemers, 2005). Through its way to represent women as nice and adorable, benevolent sexist attitudes put women in a weaker position that is needed to be protected by men and so within this regard it

plays a promoter role accompanied with hostile sexism to prevent women from recognizing the need to resist to inequality and patriarchy (Becker & Wright, 2011).

In today's world fighting with discrimination; negative tones of stereotypes are not openly tolerated in public opinion; however positive tone of stereotyping creates a more ambivalent phenomenon because they sound as complimentary (Czopp, Kay, & Cheryan, 2015). Because of its complimentary tone; positive stereotypes are more accepted by society (Czopp et al., 2015). Gender stereotypes formed on these both negative and positive ingredients which both serves for gender inequality (Kahalon et al., 2018). As benevolent sexism reflected in complimentary tone and provided like a reward; it is not considered as sexist and has more capability to be accepted by women (Barreto & Ellemers, 2005) and even it might be seen as an advantage (Becker & Wright, 2011).

Benevolent sexism creates more harm to gender equality at some point because of its content of flattering statements towards women and its capacity to positively reinforce women to fit in traditional gender stereotypes (Glick & Fiske, 2001). And; contrary to hostile sexism; benevolent sexism is usually not considered as sexist by people due to its positive and subtle form (Barreto & Ellemers, 2005). Jost and Kay (2005) noted that women would prefer to confirm with traditional gender roles provided by benevolent sexism rather than to face hostile discrimination; hence being in congruence with benevolent sexism and communal stereotypes increase probability of women internally justify traditional roles to feel being more accepted by society.

As can be explained by Self Fulfilling Prophecy term defined by Robert K. Merton (1948); being surrounded by especially benevolent sexist beliefs and attitudes affects women's self-perception, too. Research revealed that when woman is surrounded by benevolent sexism; they are more likely to fit in stereotypical gender roles and confirm the idea that men are better leaders than women which results in women prefer to leave their leader seats to male partners (Barreto, Ellemers, Piebinga, & Moya, 2010). Moreover; exposure to benevolent sexism results in weakening a woman's self-description as a competent leader (Bosak & Sczesny, 2008). In a similar manner; Dardenne, Dumont, and Bollier (2007) conducted a research to reveal how benevolent and hostile sexism affects women's performance, motivation and sense of competence in different ways. The research revealed that while hostile sexism increases motivation to perform better because of its aggressive form to push women struggle more; benevolent sexism decreases the motivation, performance, self-confidence because it imposes inferiority through its complimentary tone. Research also showed that women who advocate benevolent sexist attitudes are prone to accept to be restricted by their romantic partners under the name of protection even at the expense of giving up their freedom (Glick et al., 2000).

Research revealed that exposure to complimentary stereotypes may result in negative consequences such as women who are verbally exposed to being communal experienced decrease in the math performance; while men who are exposed to agentic stereotypes showed less performance in socio-emotional tasks (Kahalon et al., 2018). Moreover; being exposed to positive stereotypes belong to

in-group also resulted in negative attitudes to other members; especially in the situations that the person is holding more individualistic attitude (Siy & Cheryan, 2013).

### **1.3. LEADERSHIP PARADIGMS**

Leadership has always been a hot topic that draws attention of broad range of social sciences including industrial/organizational psychology, business administration, sociology and others for many years. Throughout the studies, different definitions of leadership have been constructed. One of frequently used definition of leadership is made by Stogdill (1950) as “Leadership may be considered as the process (act) of influencing the activities of an organized group in its efforts toward goal setting and goal achievement.” (p. 4). Based on definition constituted by Stogdill (1950); it can be commented that a leader needs to be an influencer; and the idea brings a new question forward: what kind of characteristics does a leader need to possess to have competency for influencing others? About the question; academic literature of leadership studies includes several theories and ideas from different aspects.

Subject of what expected from a successful leader and what stereotypical characteristics a leader should possess have been much discussed so far; yet there is a remarkable common point of these approaches which is based on gender stereotyped attributions to a leader. The image of a successful leader is formed in an individual's mind by experiences and biased attributions through cognitive

schemas; and the perception of matches between encoded leadership prototype and behaviours of other; the biased schemas are strengthened (Scott & Brown, 2006).

One of widely accepted phenomena aims to explain leadership perceptions and stereotypes is '*think manager, think male*' phenomena formed through the research by Schein (1973). According to the research; when people are asked to match several characteristics with male gender, female gender and a successful manager; there comes up a significant correlation between stereotypical behaviours attributed to successful middle manager and male gender rather than female gender. The research revealed the same results through time (Brenner, Tomkiewicz, & Schein, 1989; Schein, 1973, 1989); and also through cross cultural replications of the research on Western Europe, America and Asia; similar results were obtained enough to claim that '*think manager, think male*' paradigm is a global phenomenon (Schein, Mueller, Lituchy, & Liu, 1996) and did not show significant differences even in more gender equitable cultures (Badura, Grijalva, Newman, Yan & Jeon, 2018).

Besides '*think manager, think male*' phenomena; other well-known but a bit less popular examination is '*masculinity – femininity*' paradigm which was revealed from work of Shinar (1975). According to the paradigm; different occupations are stereotypically associated with masculine or feminine traits; thus, jobs required assertiveness, aggressiveness and similar strong traits were rated as male type job (i.e. police); while others required like dependency and warmth were rated as female type job (i.e. nurse). The results of the same research also showed that leader positions are highly associated with masculinity (Shinar, 1975).

The third phenomena and also the one which is main base of the present study is *agency – communion* paradigm (Powell & Butterfield, 1979). *Agency-communion* paradigm was manifested through the study that is expected to show that there needs to be a change in stereotypical sex roles attributed to leadership throughout the time and researcher expected a leader to be perceived as androgynous and expected to hold both communal and agentic traits by the participant. Contrary to this; Powell and Butterfield's (1979) work resulted in similar results indicating that there is still gender biased schemas for leader positions which means a good leader is still perceived as masculine and expected to have agentic traits.

### **1.3.1. Implicit Leadership and Role Congruity Theory**

Individuals while forming ‘profile of a successful leader’ as a cognitive schema, they apply in their past experiences and observations to constitute their personal Implicit Leadership Theories (Lord, Foti, & de Vader, 1984; Epitropaki & Martin, 2004). Implicit Leadership Theories are based on expectations of the individual about how a leader is alike. When a person is in a situation to evaluate someone as a leader, s/he expects the person to match with the ideal leader prototype based on his/her former Implicit Leadership Theories. If the leader prototype schema does not match with the person’s characteristics in leadership position; recalling and encoding processes of leader profile are interrupted (Lord et al., 1984; Scott & Brown, 2006). The reason of this interruption can be explained by Role Congruity Theory developed by Eagly and Karau (2002). According to

Role Congruity Theory; people hold stereotypical expectations about specific group members and when expectation of the group does not provide congruency with perceiver's observation of the group member; prejudice may arise. That is to say; if a person's profile is perceived as matched with the expected leader prototype which is male style; the person is more likely to be evaluated positively as a successful leader (Eagly, Makhijani, & Klonsky, 1992). From the view of Role Congruity Theory; men also face with discrimination when their suitability with certain jobs which are perceived as female job like nurse are evaluated negatively because the situation presents incongruity between sex type of job and gender roles which stems from ambivalent sexism (Clow et al., 2015). Moreover, men who display communal behaviors are also evaluated less favorably than men with agentic traits for leadership positions (Rudman & Glick, 1999). That is to say; occupations are also segregated to genders based on their being masculine and feminine (Couch & Sigler, 2001); yet still women pay its penalty more than men do; because they are seen as fit with more caregiving roles while men are seen as suitable with power oriented, more desirable roles providing better salary and social status (Couch & Sigler, 2001; Schein, 1973).

As mentioned in the previous part; leadership stereotypes are highly related with gender stereotypes including masculinity-femininity, competency-warmth and agency-communion dimensions. Offermann, Kennedy, and Wirtz's Implicit Leadership Theories Scale (1994) revealed eight common dimensions of Implicit Leadership Theories representing prototypical leader profile expectations which are attractiveness, dedication, charisma, sensitivity, intelligence, strength, masculinity

and tyranny. The importance of the research relies on how it brings out male attributions to leadership; because seven of dimensions are belong to agentic traits while only one dimension (sensitivity) is related to communal traits (Scott & Brown, 2006).

Identification of traditional leadership profile with mostly agentic traits which are attributed to male personality (Scott & Brown, 2006) puts women in a disadvantageous situation to be evaluated as good leaders comparing with men (Eagly et al., 1992). Research showed that people listed similar features for middle manager and men more than women (Schein, 1973) and the result has shown that incongruity between female characteristics and a manager's characteristic is still present through time and both female and male participants still rate leader prototype as holding more masculinity (Schein, 2001). The results stem from the recognition of male traits like aggressive, decisive, and competitive etc. as belonging to a successful leader (Scott & Brown, 2006).

Eagly & Schmidt (2001) suggested that perception of incongruity between roles of women and an ideal leader results in negative evaluation of both a potential female leader and an actual female leader. According to Role Congruity Theory; women are underrated for a leader position because of perceived lack of agency and also evaluated as less competent leaders comparing with men because their behaviors are not suitable with gender role expectations and agentic behaviors, which is attributed to both male gender and prototypical leader, displayed by women are not socially desired (Eagly & Schmidt, 2001). This leadership bias towards women is created by descriptive and prescriptive aspects of gender role

stereotypes processing together (Heilman, Wallen, Fuchs & Tamkins, 2004). When the bias is interpreted from the point of descriptive aspects of stereotypes; it can be explained that bias arises as women hold communal traits while a good leader is expected to have agentic traits which a woman is seen as lacking these traits (Johnson, Murphy, Zewdie, & Reichard, 2008). Also; prescriptive aspects are engaged in when a woman displays behaviors opposite of social expectations from her gender and acts as a masculine leader, bias emerges again (Johnson et al, 2008). In both cases; women are evaluated incompetent to be a leader and they are expected to possess both agentic and communal traits to be perceived as successful, while men are expected to have only agentic traits (Johnson et al, 2008), even when they show same level of performance as men (Eagly et al, 1992).

Badura and colleagues (2018) presented a meta-analysis study to understand why prejudice toward females as leader emerges and they examined if communion or agency induces the prejudice. Analysis showed that both presence of communal traits and lack of agentic traits results in being exposed to leadership discrimination. Despite communal traits are seen as having capacity to provide support for group works, they are still underrated as a leader characteristic (Lanaj & Hollenbeck, 2015) and; perceived lack of agency obstructs activation of prototypical leader schemas (Badura et al, 2018). Research found that even presence of agentic behaviors by a female, the behavior is still hard to be encoded as leadership and less accessible in cognitive schemas (Scott & Brown, 2006). Both socially and cognitively, agentic traits are seen as more powerful in work life; women stand at a point to make a decision to take a step back from men's world or to challenge this

male dominance in work life. First option occurs when women in work life does not challenge *Glass Ceiling*, the concept of underrepresentation of females at top levels of business hierarchy results in being provided with unequal rights (Bertrand, Black, Jensen, & Muney, 2019; Boatwright and Forrest, 2000) and even when women evaluate men to be superior and better leaders. Glass ceiling phenomenon results in restraining women to go upper in managerial hierarchy and so women feeling obliged to hold male type of leadership style (Stelter, 2002). At the second option, women prefer to hold agentic behaviour as men do to survive in men's world; however still evaluated negatively for violation of sex roles. Rudman (1998) named this phenomenon as *Backlash Effect* which occurs when a woman violates sex roles and displays agentic behaviours, it results in being perceived as more competent for male dominated role but judged as less likable as an individual and getting less amount of organizational rewards (Heilman et al., 2004).

### **1.3.2. Comparison of Male-Type and Female-Type Leadership Styles**

Despite there are no significant biological differences in cognitive and emotional abilities of men and women; they may act in different behavioural styles related to gender roles (Abida, Farah, & Azeem, 2010; Rosenthal, 2000). As abovementioned; Eagly (1987) suggests that there are two dimensions of behaviours which are communal and agentic. Communal traits are the sources of expressive behaviours including caring for others' well-being and emotions, sympathy, affection, managing conflict and giving importance to interpersonal relations; while agentic traits induce instrumental behaviours such as acting task

oriented, aggressive, ambitious and dominant actions. Stemming from difference between expressive and instrumental behaviours; men and women may display different styles of leadership (Ayman, Korabik, & Morris, 2010). Possessing agentic traits and enacting instrumental behaviour and; as well as holding communal traits and showing expressive behaviours may result in being apt to a certain leadership style (Gibson, 1995). Eagly and Johnson (1990) suggested that difference between male and female leadership underlies within their being task oriented and relationship oriented. Research stands on self-reports of women about their leadership styles reveals that female leaders describe themselves as leaders who are caring for others, team-oriented, motivational, encouraging and relying on interpersonal relationships; while males reported themselves as more task oriented, dominant, and adversarial leaders (Rosener, 1990; as cited in Gibson, 1995; Chakraborty & Saha, 2017). As men and women have different self-images as leaders; their perception of self-image show itself in their styles of managing and leading their teams. Conflict resolution style of leader also varies depending on gender; while men prefer to solve conflicts based on more district rules, women relies on concerning of each party (Abida et al., 2010). Men and women also differ in communication style regarding their leadership styles. Women communicate in a more expressive and participative way while men communicate with colleague in more dominant manner (Basow & Rubenfeld, 2003). Also; the trait of being nurturing attributed to women; opens way for women to be inspiring, facilitating and developing others (Chakraborty & Saha, 2017). Despite having gender specific leadership styles; women may tend to display masculine type of leadership

behaviours especially in male dominated organizations to be more accepted as a manager (Cuadrado, Navas, Molero, Ferrer, & Morales, 2012) and to avoid higher stress level arises from discrimination pressure (Gardiner & Tiggemann, 1999).

Despite prototypical perception of successful leadership is attributed to male type leadership style; research reveals that there is no significant difference in effectiveness of female or male type of leadership (Abida et al., 2011). Also, it is difficult to claim that there is one ideal leadership can fit for all situation, context and organization (Eagly, 2013). A meta-analysis suggests that both men and women are rated equally effective leaders when considering all leadership styles; yet men rated their own leadership effectiveness higher than women rated their own (Paustian-Underdahl, Walker, & Woehr, 2014). Rather than effect of gender on leadership success, other variables such as level of managerial position, sex related type of the role determines the evaluation of leadership. Further, a remarkable study by Kolb (1997) showed that having the ideal leadership skills may be possible by not relying on only masculine or only feminine behaviours; rather possessing traits of third gender which named as androgynous. Enacting androgynous behaviours combination of both feminine and masculine behaviours may produce a more effective leadership style (Kolb, 1997).

### **1.3.3. Discrimination in Leader Selection and Resume Review**

Resume review is the very first step of evaluation of an applicant's fit with the role. If the applicant is eliminated at the resume reviewing process; it is the end of possibility to be hired; because resume is the first-time impression of candidate

on the recruiter. Recruiters in an organization receive lots of applications to be evaluated. In the circumstances of work load and time pressure; the research revealed with eye tracking technology that an evaluator spends only 6 seconds for examining an application (TheLadders, 2012). Because of spending that short time for reviewing resume; automatic processing of information may be used through reviewing stage; and gender stereotypes are unconsciously activated to fasten the information processing and creates discrimination especially for female applicants (Cole, Feild, & Giles, 2004). Gender of applicant produces discrimination because stereotypical gender beliefs prevent recruiter matching the applicant with the position as it also has stereotypical traits (Fiske, 1998). Gender stereotyping issue in application evaluation process has a significant effect on hiring recommendation of an applicant; yet 4% of the variance in evaluation of recruiter comes from effect of candidate's gender (Cunningham, Sartore, & McCullough, 2010).

Heilman and colleagues (2004) reported that competency and performance evaluation about a woman in male dominated occupation is underrated. In the same vein; it can be claimed that because of managerial positions are perceived as male type jobs; women have lower chance to be recommended for a leader position than a male applicant has same qualifications (Cejka & Eagly, 1999). Another study showed that when evaluator reviews an identical resume but different sex type names on it; they are more likely to hire the one with male name on it (Steinpreis, Anders, & Ritzke, 1999). However, Heilman (1984) provided a remarkable study indicating that there may be a chance to decrease gender discrimination in selection process. The study suggests that if there are individuating information such as

competency and professional experiences of applicant related to the certain position on the resume, stereotypical evaluation by recruiter is likely to be reduced.

Effect of recruiter's gender on application reviewing process is also studied by many researchers, however the findings of research provide mixed results. Duehr and Bono (2006) suggest that men rated men as more successful manager comparing with female managers; while women indicated female manager as better leaders. On the other hand; research resulted that female recruiter favours professional experience of male candidate more than female candidate's (Cole et al., 2004). Yet, other researchers didn't come up with results differencing in enforcing stereotypical beliefs about each gender by both men and women participants (Heilman et al., 2004).

Ambivalent Sexism Theory has implication on selection process and decision to recommend for hiring. Maser and Abrams (2004) suggested that possibility of a female candidate to be evaluated favourably for a management job is less likely than a male applicant's possibility when she encounters with evaluator with high hostile sexism score. Likewise, they preferred to hire male candidate for managerial position regardless of the type of leadership (Salvaggio, Streich, & Hopper, 2009). Hostile sexism is engaged in when evaluator thinks female target is violating sex roles which is application in managerial position and threatening men's status quo in business, in this case (Glick et al., 1997). However benevolent sexist attitudes did not result in any association with negative evaluation of both female and male applicants for male type position (Maser & Abrams, 2004; Salvaggio et al., 2009).

#### **1.4. HYPOTHESES OF THE STUDY**

The subject of leadership has been one of the frequently studied issue for lots of researchers. Among these studies; Implicit Leadership Theories has been a topic of interest in recent years. According to Implicit Leadership Theories; prototype of a leader consists of cognitive schemas like memories based on individual's early experiences about a how a leader should behave or be alike (Lord et al., 1984). If there is a congruity between what individual expects from a leader and how the target behaves; it is possible to recall leader prototype from the schemas and evaluate the target as a leader (Scott & Brown, 2006). Offermann, Kennedy and Wirtz (1994) offered one of the mostly used scale for examining leader perception based on attributed traits. At the end of the study; the researcher suggested 8 traits of leadership scale through several analyses among nearly 160 traits. According to results of the research; 7 (*attractiveness, dedication, charisma, sensitivity, intelligence, strength, masculinity and tyranny*) of 8 traits were agentic and male gender attributed traits; while only 1 (*sensitivity*) was communal and female gender attributed. Based on the result of the study; it can be commented that a leader prototype is in congruency more with male attributed traits than female attributed traits. However, recent research results revealed that traditional leadership perception has started to transform, and a prototypical leader has started to be perceived more communal than in the past (Duehr & Bono, 2006; Eagly & Carli, 2007). Considering the probable change in leadership perception; both communal and also agentic leadership traits were included in the present study. With the aim of investigating discrimination for both gender; attributed traits were

used from the study by Scott and Brown (2006) who listed 6 traits for communal leadership and 6 traits for agentic leadership based on research conducted by Offermann and the colleagues (1994).

According to Role Congruity Theory (Eagly & Karau, 2002); individuals expect a consistency between their stereotypical beliefs about a group and characteristics and behaviors of the group member. If an incongruity is perceived; the target group member is likely to be evaluated unfavourably. In the light of Role Congruity Theory and Implicit Leadership Theories, it is expected that female candidates who apply in an agentic role and also male candidates who apply in a communal role might face with unfavourable evaluation because of violating the gender role expectations. If a good leader is mostly defined by agentic traits (Offermann et al., 1994), then it is probable that a woman candidate will not succeed to recall perceiver's leader prototype when she applies for a leadership position. The idea that unfavourable evaluation in return to violation of sex roles was also supported by Ambivalent Sexism Theory (Glick & Fiske, 1996). It suggests that sexism towards women works in dual ways which are hostile (with negative tones) and benevolent (with positive tones) sexism. Ambivalent sexism was constituted on role congruity expectations and; spoiling these expectations gets penalty in return (Glick et al., 1997). Despite the theory is demonstrated based on sexist beliefs toward women, it creates discrimination in hiring for both gender in situations with incongruence. Several research suggested that when both women in male-type jobs and men in female-type jobs are evaluated by a recruiter holding high level of hostile sexism; they are less likely to be hired, or their competencies are more likely

to be underestimated (Clow et al, 2015; Isaac, Lee & Carnes, 2009; Maser & Abrams, 2004; Rudman & Glick, 1999; Salvaggio et al., 2009). On the other hand, the benevolent sexism was not associated with gender discrimination in hiring as much as hostile sexism; even it is still harmful for gender equality (Maser & Abrams, 2004; Salvaggio et al., 2009).

From these point of views above mentioned; in the present study it was aimed to examine how each gender is evaluated in a leader selection process in relation with recruiter's sexism level. In line with these findings; employability scores of candidates may be expected to be associated with gender in relation with leadership style and sexism of participant. Hence, below hypotheses are formulated:

**Hypothesis 1a:** In agentic leadership condition, male candidates will get higher employability scores than female candidates from participants with high level of sexism.

**Hypothesis 1b:** In communal leadership condition, male candidates will get lower employability scores than female candidates from participants with high level of sexism.

As stated above, employability and competency evaluations of candidates might change depending on their gender. On the other hand; Rudman (1988) suggests that a female candidate who violates gender roles may be perceived as competent as a male candidate yet still not preferred to be hired. The situation called “Backlash Effect” occurs; when a candidate violates sex roles, she can be evaluated

favourably but still gets a punishment; in our study punishment is “not being hired”. Men also face the same discrimination as women do; when they are perceived as they are challenging stereotypical beliefs about their gender (Moss-Racusin et al., 2010; Burke & Black, 1997). Accordingly, it may be expected that getting hired for the position will be associated with gender and leadership style matching. Hence the below hypotheses are formulated:

**Hypothesis 2a:** Male candidates will be more likely to get hired for agentic leadership than their likelihood of getting hired in communal leadership.

**Hypothesis 2b:** Female candidates will be more likely to get hired for communal leadership than their likelihood of getting hired in agentic leadership.

**Hypothesis 2c:** Male candidates in agentic leadership position will have the higher probability to be hired than females.

Implicit Leadership Theories suggest that stereotypical leadership expectations are formulated by schemas based on expectations, experiences and attitudes of perceiver (Lord et al., 1984). Sexist beliefs might be expected to be one of the attitudes that play a role in demonstration of leader stereotypes. According to Ambivalent Sexism Theory (Rudman & Glick, 1999); men are perceived more aggressive and dominant while women are perceived as more emotional and cooperative. Individuals who hold hostile sexist beliefs strongly cling to gender norms which results in discrimination in leader selection (Glick & Fiske, 1996). Thus; a woman who applies for an agentic leadership positions might get penalty

for violating gender roles because they are perceived as lack of agency. In the same way; a man who applies for a communal leadership also might encounter with the same sexist attitudes in that communal leadership is more based on relational and emotional components which a male should behave the opposite way as expected through hostile sexism (Glick et al., 2000). On the other hand; several researches revealed that benevolent sexism is not associated with gender discrimination in hiring as much as hostile sexism does; although it still creates gender discrimination in daily life (Maser & Abrams, 2004; Salvaggio et al., 2009). Within this context; probability of a candidate being hired for the positions may be expected to be predicted by gender-leadership match in relation with participant's sexism level. Hence, below hypotheses are formulated:

**Hypothesis 3a:** In high ambivalent sexism group, there will be a difference between probability of being hired of candidates in each condition, but not in low level of ambivalent sexism.

**Hypothesis 3b:** In high hostile sexism group, there will be a difference between probability of being hired of candidates in each condition, but not in low level of hostile sexism.

Studies related to ambivalent sexism revealed that both women and men may have ambivalent sexist beliefs toward women however, men are more likely to get higher scores on both two dimensions (Glick & Fiske; 1996; Glick et al., 2000). Although men and women differ in sexism scores, participant gender did not

reveal significant effect or association with selection process in several studies (Isaac et al., 2009; Bowen, Swim, and Jacobs, 2000; Heilman et al., 2004), so last hypotheses of the study were formulated without including relationship with employability. In this regard, it may be expected that male and female participants may differ in their scores of each types of sexism. Thus, below hypotheses are formulated:

**Hypothesis 4a:** Male participants will have higher scores than female candidates in Ambivalent Sexism.

**Hypothesis 4b:** Male participants will have higher scores than female candidates in Hostile Sexism.

**Hypothesis 4c:** Male participants will have higher scores than female candidates in Benevolent Sexism.

## **CHAPTER 2**

### **METHOD**

The present study was designed as a recruitment simulation with the purpose of understanding if gender of candidate and sexist beliefs of recruiter plays any role on leader selection process. To analyses the hypothesis of the study, an experimental design was conducted including employability scores and hiring decision of participants as dependent variables and conditions consist of match with gender of candidate and leadership style (agentic vs. communal leadership) as independent variable. Moreover; ambivalent sexism (benevolent and hostile sexism) was also included in analysis to examine its relatedness in leader selection process.

#### **2.1. SAMPLE**

The sample of the study consisted of 202 people who gave consents to participate voluntarily prior to the study. The criteria required to participate in the study were being 18 years old or older and having at least 1 year of full-time working experience. The study was consisted of 2 sections; first section was recruitment simulation that was assessing employability scores of candidates and the other section was assessing ambivalent sexism scores of participants with two separate forms (see Instruments Section).

The sample included 122 female (60.4%) and 80 male (39.6%) participants. The average age of the sample was 34.69 ( $SD = 10.031$ ,  $Mdn = 31$ ) ranging between

19 and 65 years old. Regarding education level; 9 of the participants reported having high school degree (or lower), 8 of them having associate degree, 106 of them having BA degree, 62 of them having MA degree and 17 of them having PhD. Nearly half of the participants ( $N = 108$ , 54%) reported their marital status as “single”, and the others ( $N = 90$ , 45%) reported as “married” while 4 of them preferred not to mention it.

Total work experience of the participants ranged between 1 and 42 years ( $M = 12.3$ ,  $SD = 10.08$ ). Of the total participants; 29.4% were working in public institutions, 56.2% were working in private sector, 6.5% were self-employed, 5% were working in NGOs, and 3% were working in “other” sectors. 73 (36.5%) of the participants reported they had hiring experience in their position at any time before. Demographical information of the sample is presented in Table 2.1 below.

**Table 2.1**

*Demographic Characteristics of the Sample (N = 202)*

Characteristic	N	%
Gender		
Male	80	39.6
Female	122	60.4
Education		
High School or Lower	9	4.5
Associate Degree	8	4
Undergraduate	106	52.5
Master's Degree Graduate	62	30.7
PhD Graduate	17	8.4

		<i>M</i>	<i>SD</i>
Marital Status			
Single	108	54	
Married	90	45	
Prefer not to answer	4	1	
Institution			
Public Institutions	59	29.4	
Private Sector	113	56.2	
Self-Employed	13	6.5	
NGO	10	5	
Other	6	3	
Recruitment Experience			
Yes	73	36.5	
No	127	63.5	
Age	34.69	10.031	
Work Experience (Year)	12.30	10.075	

## 2.2. INSTRUMENTS

In the present study, each participant was provided with a job advertisement and a cover letter written by candidate (see Appendices C and D). It was designed to measure employability scores and ambivalent sexism scores of each participant with questionnaires (see Appendices E and F). Besides; Informed Consent Form to receive approval of participants and Demographic Information Form to collect detailed information about the sample were used (see Appendices A and B).

### **2.2.1. Job Advertisement**

Two separate job advertisements for Digital Marketing Manager position were created for the study (see Appendix C). Job description for the position was constituted by the example descriptions on one of most visited job searching platforms in Turkey, Kariyer.net ([www.kariyer.net](http://www.kariyer.net)). Each advertisement's content was exactly the same in the name of job description and required hard skills (e.g. Advanced level of English). However; the advertisements were different in their required traits for the role (e.g. Ambitious and willing to problem solving) depending on two leadership styles (agentic vs. communal). Required traits and expected behaviors for agentic and communal leadership styles used in the study were originated from the study of Scott and Brown (2006).

#### *Pilot Study for Position Title:*

In order to control gender bias for position title; a pilot study was conducted to choose a position which is perceived as gender neutral. 49 participants were asked if “Digital Marketing Manager position is mostly suitable for males, females or both gender”. The pilot study showed that Digital Marketing Manager position is perceived as a job that is suitable for both gender such that 45 (91.8%) of the participants rated the position is suitable for both, 3 (6.1%) of them rated it as female type job and 1 (2%) participant rated the position as male type job.

### **2.2.2. Cover Letter**

One cover letter written by candidate to apply for the position was created (see Appendix D). The content of the letter was consisted of only hard skills, job experience and required education level suitable with the company's expectation from the role. Apart from these contents; there were no extra information about leadership experience, team management and candidate's personality traits. To do so; it was aimed to control any bias would come from leadership experience and matching traits. Each participant was provided with the same cover letter with only one difference which is the name of the candidate on it. Three different versions of the letter were created; one with a female name on it (Ebru Kara), other one was with a male name on it (Ahmet Kara) and the third one has gender neutral name on it (Deniz Kara). No pilot study was conducted to test the names to see which gender they are related. Instead, names are taken from TDK Kişi Adları Sözlüğü (<https://sozluk.gov.tr/>) which prepared by scanning the names of boys and girls from various sources and lists Turkish names based on the genders which they are perceived they belong to.

### **2.2.3. Employability Assessment**

An employability assessment tool was provided to the participants to rate the candidate's score of employability for the job. The tool was originated from former research of Cole, Feild, Giles and Harris (2009). The tool was comprised of 4 questions and the rating system was based on 7-point Likert type scale ranging

from 1 (very low) to 7 (very high). To evaluate the employability scores, average means of all ratings were calculated. Highest score in this tool is 7 and the lowest score is 1. Higher score means higher likelihood to be employed. 4 items of the scale were comprised of questions regarding the probability of candidate's being asked for an interview, recommended for hiring, possibility of being successful at the job, and overall evaluation for the position (see Appendix E). 4 items of the presented tool showed high internal consistency and Cronbach's alpha was found .91. It was .94 in study of Cole and colleagues (2009).

Also, 2 more items related to hiring decision were provided afterwards; one was a Yes/No question regarding if they hire the candidate or not and “explain why”. These items were analysed separately.

*Adaptation of Employability Assessment Tool from English Version to Turkish Version:*

As there is not a current Turkish version of the tool, the items were translated and adapted to Turkish for this study. First, I translated the items of the tool from English to Turkish; than a multilingual person, who has never seen the English version of the tool, translated them back to English. There was nearly exact matching between English and Turkish version and there was no loss in the meaning. Based on the reversed translation process; Turkish version of the tool was created.

#### **2.2.4. Ambivalent Sexism Inventory**

Ambivalent Sexism Inventory (ASI) was provided to the participants after their hiring decisions to scale their sexism scores (see Appendix F). Ambivalent Sexism Inventory was constituted by Glick & Fiske (1996) to evaluate individuals' sexism scores based on 2 subscales which are Benevolent Sexism (BS) and Hostile Sexism (HS). The internal consistency was high for the study of Glick & Fiske (1996) and Cronbach's alpha were ranging between .83 and .92 for overall inventory. For HS, Cronbach's alpha was between .80 and .92; for BS, Cronbach's alpha was between .73 and .85.

As the present research was conducted with Turkish speaker participants, Turkish version of ASI was used in the study (Sakalli, 2002). ASI items were composed by adapting reversed items into Turkish to eliminate the language barrier in cross cultural studies and afterwards it was investigated for its validity and reliability (Sakalli, 2002). In adaptation study of Sakalli (2002); it was reported that Cronbach's alpha values for overall ASI was .85, for HS was .87 and for BS was .78. For this study; internal consistency was consistent with referenced study; Cronbach's alpha was found .94 for overall ASI, .92 for HS, and .89 for BS.

The inventory includes 22 items and responses were collected by using 5 points Likert type scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). All 22 items were averaged to evaluate each participants' overall sexism scores. To measure each 2 subscales separately, 11 items (item 2, 4, 5, 7, 10, 11, 14, 15, 16, 18, 21) were averaged for Hostile Sexism Score and other 11 items (item 1, 3, 6, 8, 9, 12, 13, 17, 19, 20, 22) were averaged for Benevolent Sexism Scores.

## **2.3. PROCEDURE**

Prior to data collection; design of the research was provided to Ethics Committee Board of Istanbul Bilgi University and ethical approval for the research was received (see Appendix G). Following the ethical approval; data collection procedure was conducted through an online survey website ([www.surveymonkey.com](http://www.surveymonkey.com)). Snowball sampling was used in the study and participants were reached through social media platforms and personal networks. Each participant was asked for their consent to attend the survey voluntarily via Informed Consent Form (see Appendix A). In this form; participants were informed about the content of the research, the time approximately they'll spend while answering the surveys which was 10 minutes and confidentiality of the data. Moreover, participants were also informed about their rights to leave the survey at any time and researcher's contact information was provided in case of any questions regarding the study. Following; all participants were provided with the Demographic Information Form to collect data about sex, age, marital status, education, work experience and recruitment experience of the participants (see Appendix B). Before stepping to the following form; participants were provided with an instruction explaining how to follow the steps and what their role will be in the research. Instruction mentioned that the participant will act like a Recruitment Consultant and read a short text written by a Human Resources Manager of a company which explains what vacancy they must fill and what they expect from the candidate. Besides, one candidate cover letter was provided with the job advertisement to the participant. For the presented study; 2 different job

advertisements were created with different leadership (agentic leadership X communal leadership) expectations from the role. Also; 3 different cover letters were demonstrated with exact same content but different gender names (female X male X gender-neutral). That is to say; the research included 6 different categories. Each participant was provided with only one of these categories matching different leadership styles and genders (see Appendix C and D). Following; participants were provided with Employability Assessment Tool (see Appendix E). They were asked to evaluate the candidate's employability for the role, and they were asked if they hire the present candidate or not. Lastly, participants filled Ambivalent Sexism Inventory.

## CHAPTER 3

### RESULTS

#### 3.1. DATA SCREENING

A total of 328 participants attended to the study. After checking data for outliers through boxplots, 7 of the participants were excluded from the study because of their extreme score. Besides; 21 of the participants did not complete all parts of the questionnaires and left the study; therefore, they were excluded from the sample.

At the very beginning of the study; all participants were randomly assigned to each 3 categories constructed by candidate gender (female-male-neutral). However, I realized that participants' perception of gender-neutral candidate name (Deniz) might change from neutral to female or to male depending on each individuals' personal experiences; and this might result in a shift through genders and spoil the balance between conditions. For this reason; gender neutral group was excluded from the sample which were 98 of participants.

To check normality of the data set; skewness and kurtosis values and also histograms of dependent values were examined. Variables were tested in regards of their skewness and kurtosis values and they fell in between the range of -3 and +3 (Tabachnick and Fidell, 2013). All statistical analysis of the research was run in Statistical Package for Social Scientists (SPSS v. 22.0, Armonk, NY).

### **3.2. PRELIMINARY ANALYSIS**

Before starting the main analysis, Pearson's correlation coefficients were run to explore the degree of relations between variables of the data. Age, total work experience, employability score, competency score, ambivalent sexism score, hostile sexism score and benevolent sexism scores of participants were subjected to correlational analysis.

Participant gender was included in statistical analysis; however, it did not reveal any significant relationship with dependent variable. Therefore, participant gender was excluded from the main analysis.

According to the results, employability scores had a significantly negative relationship with participants' age ( $r = -.158, p < .05$ ) which suggests that individuals with older ages gave lower scores on employability assessment. Age was positively correlated with total work experience as expected ( $r = .859, p < .01$ ). All sexism scores indicated positively correlated relationship with each other; it was seen that ambivalent sexism score increased with higher rate of hostile sexism score ( $r = .926, p < .01$ ), as it was the same with benevolent sexism score ( $r = .917, p < .01$ ). Hostile sexism and benevolent sexism were also in a positive relationship with each other ( $r = .698, p < .01$ ). There was no statistically significant correlation between employability score and ambivalent sexism score ( $r = .020, p = .78$ ), hostile sexism score ( $r = -.008, p = .91$ ), benevolent sexism score ( $r = .046, p = .51$ ). Related results of correlation analysis are presented on Table 3.1.

**Table 3.1.**  
*Correlations Between Study Measures*

	1	2	3	4	5	6
1. Age	--	.856**	-.161*	.129	.041	.199**
2. Work Experience		--	-.164	.170	.087	.239*
3. Employability Score			--	.02	-.008	.046
4. ASS				--	.926**	.917**
5. HSS					--	.698**
6. BSS						--

*Note.* \* $p < .05$ , \*\* $p < .01$ ; ASS=Ambivalent Sexism Score, HSS=Hostile Sexism Score, BSS=Benevolent Sexism Score

### 3.3. HYPOTHESIS TESTING

To investigate the association between employability scores of candidates and gender in relation with leadership style and sexism of participant, hypotheses 1a and 1b were tested:

**Hypothesis 1a:** In agentic leadership condition, male candidates will get higher employability scores than female candidates from participants with high level of sexism.

**Hypothesis 1b:** In communal leadership condition, male candidates will get lower employability scores than female candidates from participants with high level of sexism.

As mentioned before in the Procedure Section; each participant was provided with 1 category of total 4 categories which were created by matching one of two leadership styles (agentic vs. communal) with one of two candidate's

genders (female vs. male). By doing so; independent variable of the study was constituted as Gender and Leadership Condition with 4 levels. Participants' ambivalent sexism scores were also split into two groups as high level of sexism and low level of sexism by dividing the scores below and above the mean. Means and standard deviations of Employability Assessment Tool's and overall scores were calculated for each 4 conditions across participants' ambivalent sexism levels. Means, standard deviations and number of participants can be seen in Table 3.3.1.

**Table 3.3.1**

*Descriptive of Employability Scores Regarding Gender and Leadership Condition and Ambivalent Sexism Level of Participants*

ASS Level	Gender & Leadership Condition	N	Min	Max	M	SD
High Level	Agentic*Male	30	2	6.75	4.91	1.04
	Agentic*Female	28	2.5	7	4.91	1.23
	Communal*Female	24	2.5	7	4.82	1.20
	Communal*Male	27	3	7	4.48	1.03
Low Level	Total	109	2	7	4.78	1.13
	Agentic*Male	29	2.25	7	4.81	1.19
	Agentic*Female	24	2.5	6,5	4.67	1.12
	Communal*Female	25	2	7	4.83	1.08
	Communal*Male	15	1.75	7	4.85	1.44
	Total	93	1.75	7	4.78	1.17

*Note. ASS=Ambivalent Sexism Score*

With the aim of testing if there is going to be any mean differences in employability scores between conditions, a one-way ANOVA test was conducted. As the difference in means was expected in high sexism level but low sexism level, the data file was split into 2 groups by participants' sexism levels to compare each group. One-way ANOVA test results revealed that there was not a statistically significant mean differences between candidates' employability scores in each condition both across group with low sexism  $F (3, 89) = 0.97, p = .96$  and group with high sexism  $F (3, 105) = 0.92, p = .43$  (see Table 3.3.2). According the results of One-way ANOVA, hypotheses 1a and 1b were not supported.

**Table 3.3.2.**

*The Results of One-way ANOVA for the Effect of Gender and Leadership Condition by Comparing High & Low Sexism Groups*

ASS Level	Gender & Leadership Condition	Sum of Squares	df	Mean Square	F	p
High	Between Groups	3.54	3	1.183	.922	.433
	Within Groups	134.72	105	1.283		
	Total	138.27	108			
Low	Between Groups	.411	3	.137	.097	.962
	Within Groups	126.20	89	1.418		
	Total	126.61	92			

*Note.* ASS=Ambivalent Sexism Score

Following these results; hypotheses 2a, 2b and 2c were tested to see if getting hired for the position will be associated with gender and leadership style matching:

**Hypothesis 2a:** Male candidates will be more likely to get hired for agentic leadership than their likelihood of getting hired in communal leadership.

**Hypothesis 2b:** Female candidates will be more likely to get hired for communal leadership than their likelihood of getting hired in agentic leadership.

**Hypothesis 2c:** Male candidates in agentic leadership position will have the higher probability to be hired than females.

Although there was no statistically significant difference between male and female candidates' employability scores in each leadership conditions; participants' hiring decisions did provide different results. A 2x2 matrix chi-square test of independence was performed to compare the frequency of being hired of each gender in each leadership position. A Chi-square test for independence indicated that gender and leadership conditions differ in terms of proportions of their probability of being hired  $X^2(3, N = 202) = 8.604, p < .05, phi = .21$ .

Adjusted residuals of each cells were computed to calculate the  $p$  values of cells for a post hoc comparison. Post hoc comparisons of hiring decisions depending on gender and leadership category showed that communal\*male condition significantly differed regarding hiring decisions from other conditions. While hiring (Yes) decision was higher than not hiring (No) decisions in all conditions; communal\*male condition results are reversed in that with lowest proportion

(14.6%) in total “hiring (yes)” decisions and with highest (31.9%) proportion in total “not hiring (no)” decisions of the sample. According to the results; hypothesis 2 was partially supported. Detailed information is provided in Table 3.3.3.

**Table 3.3.3**

*Frequencies Statistics for Hiring Decisions (Yes/No) in Each Gender and Leadership Conditions*

Gender & Leadership Condition	Hiring Decision			Total
	No	Yes		
Agentic*Male	Count	19	40	59
	% of Hiring Decision	26.4%	30.8%	29.2%
Agentic*Female	Count	16	36	52
	% of Hiring Decision	22.2%	27.7%	25.7
Communal*Female	Count	14	35	49
	% of Hiring Decision	19.4%	26.9%	24.3%
Communal*Male	Count	23	19	42
	% of Hiring Decision	31.9%	14.6%	20.8%
Total	Count	72	130	202
	% of Hiring Decision	100.0%	100.0%	100.0%

To examine if probability of a female or male candidate being hired for the communal or agentic positions may be predicted in relation with participant's sexism level; hypotheses 3a and 3b were tested:

**Hypothesis 3a:** In high ambivalent sexism group, there will be a difference between probability of being hired of candidates in each condition, but not in low level of ambivalent sexism.

**Hypothesis 3b:** In high hostile sexism group, there will be a difference between probability of being hired of candidates in each condition, but not in low level of hostile sexism.

Binary logistic regression was performed to investigate predicted probability of each conditions (gender and leadership) to be hired across sexism levels. Before computing the procedure, dependent variable which is hiring decision was dummy coded in that “No” was 0 as reference category and “Yes” was 1.

Parameter coding was also done by SPSS for all conditions to compare with each other; communal\*male group was chosen as reference group with coding 000; agentic\*male group was 100, agentic\*female group was 010 and communal\*female group was 001. Again; the data was split into sexism level groups (high or low). It was hypothesis that gender and leadership match will predict probability of candidate getting hired in high sexism level but not in low sexism level. Condition variable was added to the model by enter method.

#### *Results Across Comparing by Ambivalent Sexism Levels:*

As expected, the model provided different results for each level of ambivalent sexism. For low level of sexism, the model was not statistically

significant  $X^2(3, N = 93) = 2.358, p > .05$ . Therefore, low level of sexism condition was dropped from the analysis. However, at the high level of sexism condition, the model was statistically significant and was able to explain the likelihood of a candidate's probability to get hired in each condition in relations with candidate's gender  $X^2(3, N = 109) = 10.66, p < .05$ . The model explained 9.3% (Cox & Snell R Square) and 12.9% (Nagelkerke R Square) of the variance in hiring decisions and correctly predicted 66.1% of cases.

To understand the difference between conditions more detailed, Table 3.3.4 is presented below. As it can be seen in Table 3.3.4; all 3 conditions provided statistically significant difference than communal\*male condition in terms of their probability to be hired. Comparing odds ratios of conditions; it can be indicated that male candidates are 5.818 times more likely to be hired for agentic leadership position than they get hired for communal leadership. Furthermore; female candidates are 3.532 times more likely to get hired for communal leadership than male participants to get hired for the same position. Even female candidates in agentic leadership condition was also 3.636 times more likely to get hired than a male candidate's possibility to get hired for communal leadership position. It can be discussed that the group who has less probability to get the job is male candidates who apply for communal leadership position. Hypothesis 3.a. was supported (see Table 3.3.4).

**Table 3.3.4**

*Logistic Regression of Gender and Leadership Conditions on Hiring Decisions by Comparing Participants with High and Low AS Level*

<i>Ambivalent</i>	<i>Variable</i>	<i>B</i>	<i>S.E.</i>	<i>Wald</i>	<i>df</i>	<i>p</i>	<i>Exp(B)</i>
<i>Sexism</i>							
<i>Level</i>							
High	G*L	--	--	10.122	3	.018*	--
	G*L (1)	1.761	.601	8.573	1	.003**	5.818
	G*L (2)	1.291	.573	5.075	1	.024*	3.636
	G*L (3)	1.262	.596	4.485	1	.034*	3.532
	Constant	-.375	.392	.915	1	.339	.688
Low	G*L	--	--	2.307	3	.511	--
	G*L (1)	.074	.638	.013	1	.908	1.077
	G*L (2)	.56	.675	.688	1	.407	1.75
	G*L (3)	.811	.683	1.41	1	.235	2.25
	Constant	.134	.518	.067	1	.796	1.143

*Note.* \* $p < .05$ , \*\* $p < .01$ ; G\*L=Gender and Leadership Condition,

G\*L=Communal\*Male, G\*L (1)=Agentic\*Male, G\*L (2)=Agentic\*Female,

G\*L(3)=Communal\*Female

Additionally; with the purpose of comparing hiring chance of female candidates in both communal and agentic conditions; same logistic regression was conducted after excluding other condition from the modal by select case command in SPSS. Results of logistic regression indicated that there was no significant difference between female candidates' hiring decisions for communal and agentic leadership positions neither in high sexism level ( $\chi^2(1, N = 52) = .002, p > .05$ ) nor

in low sexism level ( $X^2(1, N = 49) = .164, p > .05$ ). Table 3.3.5 presents the results of analysis.

**Table 3.3.5**

*Logistic Regression of Communal\*Female and Agentic\*Female Conditions on Hiring Decisions by Comparing Participants with High and Low AS Level*

AS Level	Variable	B	S.E.	Wald	df	p	Exp(B)
High	G*L (1)	-.029	.614	.002	1	.962	.971
	Constant	.916	.418	4.798	1	.028	2.50
Low	G*L (1)	.251	.621	.164	1	.686	1.286
	Constant	.693	.433	2.562	1	.109	2.00

*Note.* \* $p < .05$ , \*\* $p < .01$ ; G\*L=Gender and Leadership Condition,

G\*L=Communal\*Male, G\*L (1)=Agentic\*Male, G\*L (2)=Agentic\*Female,

G\*L(3)=Communal\*Female

#### *Results Across Comparing by Hostile Sexism Levels:*

Same procedure of Logistic Regression Analysis was conducted by splitting the data by Hostile Sexism Levels. The model provided non-significant results for low hostile sexism group,  $X^2(3, N = 105) = 1.687, p > .05$ . In high hostile sexism level, the model was statistically significant  $X^2(3, N = 93) = 8.74, p < .05$  (see Table 3.3.6). Hypothesis 3.b. was supported.

**Table 3.3.6**

*Logistic Regression of Gender and Leadership Conditions on Hiring Decisions by Comparing Participants with High and Low Hostile Sexism Level*

<i>HS Level</i>	<i>Variable</i>	<i>B</i>	<i>S.E.</i>	<i>Wald</i>	<i>df</i>	<i>p</i>	<i>Exp(B)</i>
High	G*L	--	--	8.336	3	.040*	--
	G*L (1)	1.455	.613	5.630	1	.018*	4.286
	G*L (2)	1.509	.611	6.103	1	.013*	4.524
	G*L (3)	1.273	.622	4.184	1	.041*	3.571
	Constant	-.511	.422	1.468	1	.226	.600
Low	G*L	--	--	1.652	3	.648	--
	G*L (1)	.383	.595	.415	1	.520	1.467
	G*L (2)	.413	.628	.432	1	.511	1.511
	G*L (3)	.827	.646	1.635	1	.201	2.286
	Constant	.223	.474	.221	1	.638	1.250

*Note.* \* $p < .05$ , \*\* $p < .01$ ; G\*L=Gender and Leadership Condition,

G\*L=Communal\*Male, G\*L (1)=Agentic\*Male, G\*L (2)=Agentic\*Female,

G\*L(3)=Communal\*Female

#### *Results Across Comparing by Benevolent Sexism Levels:*

Following, another Logistic Regression Analysis was conducted by splitting the data to compare Benevolent Sexism Levels. The model provided non-significant results for both low level benevolent sexism group,  $X^2(3, N = 106) = 4.057, p > .05$  and high-level benevolent sexism group,  $X^2(3, N = 96) = 6.316, p > .05$ . Hypothesis 3.c. was supported.

Finally, to investigate if any mean difference exists between male and female participants' sexism scores; hypotheses 4a, 4b and 4c were tested:

**Hypothesis 4a:** Male participants will have higher scores than female candidates in Ambivalent Sexism.

**Hypothesis 4b:** Male participants will have higher scores than female candidates in Hostile Sexism.

**Hypothesis 4c:** Male participants will have higher scores than female candidates in Benevolent Sexism.

An independent samples t-test was conducted to explore gender difference in ambivalent sexism, hostile sexism and benevolent sexism scores of the participants. The test showed that there was a statistically significant difference between male ( $M = 2.45$ ,  $SD = .92$ ) and female participants' ambivalent sexism scores ( $M = 1.63$ ,  $SD = 1$ ;  $t (200) = 5.89$ ,  $p < .01$ ) which suggests that male participants scored higher than female participants in ambivalent sexism inventory. The magnitude of the differences in the means (mean difference = .82, 95%  $CI: .55$  to 1.09) was large (eta squared = .15).

There was also significant difference in hostile sexism scores in that male participants ( $M = 2.49$ ,  $SD = 1.09$ ) showed higher sexism than female participants ( $M = 1.50$ ,  $SD = 1.05$ ;  $t (200) = 6.45$ ,  $p < .01$ ).

Benevolent sexism results provided the same results that male participants with higher score ( $M = 2.41$ ,  $SD = .95$ ) than female participants ( $M = 1.75$ ,  $SD = 1.13$ ;  $t (200) = 4.28$ ,  $p < .01$ ). Table 3.3.7 presents the results of independent samples t-test. The results of the t-test provided support for Hypothesis 4.a, 4.b and 4.c.

**Table 3.3.7**

*Independent Sample T-Test Results Comparing ASS, BSS and HSS Across Participant Gender*

<i>Sexism Type</i>	<i>Participant Gender</i>								
	Male			Female			<i>T</i>	<i>p</i>	
	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>			
Ambivalent Sexism	80	2.45	.92	122	1.63	1.00	5.89**	.000	
Hostile Sexism	80	2.49	1.09	122	1.50	1.05	6.45**	.000	
Benevolent Sexism	80	2.41	.95	122	1.75	1.13	4.28**	.000	

\**p*<.05, \*\**p*<.01

## CHAPTER 4

### DISCUSSION

#### 4.1. DISCUSSIONS OF THE PRESENT RESULTS

The present study was conducted with the aim of exploring any association between candidate gender and recruiter's ambivalent sexism level in predicting a candidate's employability for a leadership role. In this section, the results of the study will be discussed in relation with former research in literature and limitations of the study will also be considered in detail.

The research was designed to compare 4 conditions based on match between candidate gender (male or female) and leadership styles (agentic or communal) in regards with their probability of getting hired for the positions. While comparing candidates' probability to be hired, also sexism level of participant's, who play recruiter's role in this study, were also considered as a factor on decision making process. Hypotheses of the study were partially supported.

Prior to starting to the analysis related to employability situations; sexism scores of participants were examined. Male and female participants were highly different from each other on scoring sexism scale. Male participants provided higher sexism scores in Ambivalent Sexism Inventory as in its dimensions Hostile Sexism and Benevolent Sexism toward women than female participants did (Glick et al. 2000). Moreover, in correlation analysis age was found highly correlated with benevolent sexism which might show that benevolent attitude towards women, which is based on the belief that women are naiver and weak than men and need

their protection, is getting less frequent between young people. Since men and women are getting closer to each other in regard to social roles (Diekman & Eagly, 2000; Eagly & Carli, 2007), this result might be expected.

According to the results of the study, male and female candidates did not significantly differ in their employability scores across each leadership style. The results were not compatible with the research hypothesis which indicates male candidate will be found more suitable than female candidates for agentic leadership position in accordance with Role Congruity Theory (Eagly & Karau, 2002). These results were compatible with several studies in literature suggesting leadership perception has been changing in decades in relation with the changing social role expectations of each genders and getting similar to each other. The study by Duehr and Bono (2006) is one of the examples suggesting this point of view. Their study revealed that view of successful leader characteristics and female type traits are more similar to each other now than in 30 years ago (Duehr & Bono, 2006). The researchers also suggested that; with women getting more involved in work life and also companies' attitudes about diversity and inclusion might be effective in this change process. Further studies can be conducted to examine how diversity training might affect gender discrimination in leader selection process.

Gender discrimination studies in literature show that people are more prone to select women in female-type jobs and men in male-type jobs (Koch, Mello, & Sackett, 2015). With the aim of eliminating discrimination stem from candidate gender and role gender matching effect, Digital Marketing Manager position which perceived as a gender-neutral job was chosen to use in the present study. The

purpose of to do so was examining if any gender discrimination occurs without this gender role bias. The results showed that gender discrimination did not occur while evaluating candidates' employability capacity. These result was consisted with the results of several meta-analysis studies which indicate that gender role bias occurs when the role is related with one of the genders but when there is not a gender related specification about the job, bias provided very small and inconsistent association with hiring decision (Koch et al., 2015; Olian, Schwab, & Haberfeld, 1988). Additionally, some research discussed that individuation information presented in resume may decrease or eliminate gender bias in selection process (Koch et al., 2015). Individuation information (i.e. education and experience related with the position) may provide enough evidence to recruiter to make the right decision, so they do not need to apply for stereotypical beliefs. In the lights of these results; it might be commented that content of cover letter was sufficient enough for participants to make an evaluation with no need to apply their stereotypical gender beliefs.

Another explanation for the results of the study can be made through Shifting Standards Theory (Biernat, Manis & Nelson, 1991). The theory suggests that while individuals evaluating a group, they primarily make the comparison by considering the same group members, they do not compare it with other groups' members (Biernat et al., 1991). Considering the present study, participants might be evaluating a female without knowing that there is one another option to choose which is a male candidate. That is to say; they evaluated a female based on her cover letter, so they set their standards based on what a female can be able to

success. However, from Shifting Standards Theory point of view; participants would evaluate a female's cover letter as very competent while this level of competency would be standardized for male candidates as just competent. So, this shifting in participants' evaluation of both gender's employability might be the underlying reason why male and female candidates got nearly similar results in employability assessment.

Hypothesis about mean differences in each gender's employability scores was not supported through present study's sample, however hypothesis about hiring decision making was partially supported. According the results of the study, people might evaluate all gender & leadership conditions with similar scores but when they need to make a distinct decision (Yes or No in this case), their decisions might be incompatible with their score evaluations. Regarding baseline of this study, Backlash Effect can provide a clear explanation. According to Rudman (1998) backlash effect occurs in the way that a female dealing with agentic behaviours related roles can be perceived as competent but still may face with penalties such that being not likable or not getting hired or awards. Considering Backlash Effect, it was expected that a female candidate who apply for an agentic role which means challenging sex-role stereotypes will not get the award to be hired (Moss-Racusin, Phelan, & Rudman, 2010). Despite the frequency of being hired of a female in agentic leadership was lower than male's frequency, the results was not statistically significant. The significant results were provided by communal\*male condition. In other words, Backlash Effect occurred against male participants. Even Rudman (1998) constituted the idea of backlash toward women, researchers also provided

support for it is also available for men who violate stereotypical gender roles (Moss-Racusin et al., 2010; Burke & Black, 1997).

Ambivalent sexism levels of participants were also handled as an associated variable with employability assessment and hiring decisions. According to the research in literature, it was expected that ambivalent sexism and also one of its dimensions (hostile sexism) in high levels would be associated with more discrimination in selection process (Masser & Abrams, 2004). However benevolent sexism levels were expected not to reveal any difference (Salvaggio et al., 2009). The results of the present study partially supported these assumptions through logistic regression analysis. Probability of a male candidate's being hired for a communal leadership positions was less likely than all other conditions' probabilities to be hired in both ambivalent and hostile sexism high levels. As communal leadership is seen suitable for women, male candidates might be seen as violating sex roles and facing a backlash effect because of violating gender roles. Since more discrimination was expected toward women at the very beginning of the study, Ambivalent Sexism Inventory was used to measure participants' sexism scores. However, results of the present study revealed that male candidates are also a target of a discrimination, further studies are suggested to be conducted by using also Ambivalence Toward Men Inventory (AMI) (Glick and Fiske, 2006). Using AMI might provide clearer results about sexism toward men in leader selection process.

## **4.2. LIMITATIONS AND RECOMMENDATIONS FOR FURTHER RESEARCH**

Throughout data analysis and results interpretation process, there were some limitations realized about the presented study.

First limitations are about sample characteristics and sample size. At the research design process; one condition with gender neutralized candidate was included in the study to be used as a control group while comparing differences in evaluating female and male candidates. However; it was realized that participants' real-life experiences may differ from each other and so they may perceive the neutral name "Deniz" as male or female. According to Salvaggio, Streich and Hopper (2009); individuals are prone to evaluate a gender-neutral resume as belonging to male candidate and make their assessment through this bias. The reason of that consideration can be explained by Schein's (1973) "Think Manager, Think Male" phenomenon. If the evaluator does not have certain information about gender of applicant on the resume, they unconsciously evaluate the candidate as male because s/he dared to apply for a manager position and under stereotypical circumstances management is men's business. Hostile sexist attitude is related with evaluators' decisions on considering gender ambiguous candidate should be male and evaluating with better scores (Salvaggio et al., 2009). Due to this uncontrolled perceptual difference; the design of the study would be spoiled and consequently participants in gender neutral condition were needed to be excluded from the study which resulted in a decrease in participant number of the data.

With loss of 98 of participants' data; the study was conducted with 202 participants. Larger sample size would present more resemblance with the population. Additionally, sample of the data was heavily constructed by female participant (60.4%). Also, these female participants were highly educated such that 47.5% of them were holding MA or PhD and 44.3% of them were holding undergraduate degree. As the study results showed that there was a negative correlation between education level and sexism score and also female participants showed less sexism score than male participants; the results might be biased and be different from real population of Turkey in regarding highly educated female population. As mentioned in Instruments section before, participants were asked to explain the underlying reason of their hiring decisions through an open-ended question. From this section; one example can be given to this situation with a statement by a female participant explaining her hiring decision:

*“The reason why I prefer to hire this candidate is that her work experiences are suitable with the position and she has been successful in this sector in such country. She is a successful woman in a male dominant society which shows that she had been through much more difficulties more than a male with same experience had been.”*

These kinds of opinions may be underlying reasons of the decisions of participants, so further research may be conducted with qualitative method to examine the research question with conversational communication. Another limitation about the sample; participants who work in public administration as teacher or instructor composed a high ratio of the sample with nearly percentage of

29. Also 63.5% of the sample did report no experience in recruitment of a candidate. Based upon these latter two concerns, researchers are suggested to conduct the study with only recruitment and human resources experts as participants to result with more professional experience-based results.

Recommendations for further research may be given about also research design. The presented study was designed as a between subject study. Participants were asked to evaluate only one candidate which is female or male. So, they did not have the option to compare a male and a female candidate for the position. At this point; Shifting Standards Theory might be applicable to explain the results. Shifting Standards Theory suggests that (Biernat et al., 1991) when people evaluate gender-related attributions on a subjective scale such as Likert type scales, they may set different level of standards for each gender such that a very strong woman might be perceived as equal to a strong man when they evaluated separately, because of stereotypical belief that men are stronger than women. Regarding the presented study; while participants were evaluating female candidate for agentic position, they gave nearly same scores with male participants because they might be impressed the competencies of female candidate without knowing that there is also male candidate resulting with less stereotypical decisions. If the study was designed as within subjects and participants were asked to choose between male and female candidate, shifting standards theory would explain how average expectancies would change for male and female candidates. To eliminate shifting standards possibility; further research should be designed as within subjects to allow participants to make comparative evaluations and see if there would be a difference.

One last limitation of the study and recommendation for further research might be about participants' desire to give more socially accepted answers even if they don't believe so. There might be a possibility that some people would prefer to show his/her decisions about women as suitable with ideal expectations of the society even if they hold sexist beliefs. To eliminate this possibility, implicit reactions of participant would be measured for gender differences instead of explicit measures as such in this study.



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## **APPENDICES (English & Turkish Versions)**

### **Appendix A: Informed Consent Form**

The objective of this study is to examine hiring preferences and factors affecting these preferences in recruitment process.

The study is going to be conducted by Istanbul Bilgi University Organizational Psychology Graduate Program Student Burcu Ozbas.

Through the presented study; participants are provided with questionnaires to examine if the candidate is found suitable for presented position by the participant. Total time during of the study is approximately 10 minutes.

All answers and personal information provided by the participants are going to be kept anonymous/private and findings are going to be used only with scientific aims. It is only voluntary to participate in the study. You have right to decline to participate in the study at the beginning and also cancel the agreement any time through the study.

In case of you have any question to ask or any desire to reach the results; please feel free to contact with Burcu Ozbas.

“I've read the aim and explanation of the study presented above, I understood, and I voluntarily agree to participate in the study.”

I agree ( )

I do not agree ( )

### **Appendix A: Informed Consent Form (TR)**

Bu çalışmanın amacı işe alım süreçlerinde aday tercihlerini ve bu tercihleri etkileyen faktörleri incelemektir.

Araştırma İstanbul Bilgi Üniversitesi Örgütsel Psikoloji Yüksek Lisans Programı öğrencisi Burcu Özbaş tarafından yürütülmektedir.

Bu çalışmada katılımcılara bir iş tanımı ve bir adet başvuru mektubu sunulmakta ve adayın pozisyonu uygun görülp/görülmemesi ile ilgili anketler sunulmaktadır. Araştırma süresi yaklaşık 10 dakikadır.

Araştırma boyunca katılımcılar tarafından verilen her türlü cevap ve kişisel bilgiler gizli tutulacak ve elde edilen bulgular sadece bilimsel amaçla kullanılacaktır.

Katılımınız tamamen gönüllülük üzerine kuruludur. Araştırmaya katılmayı en başında reddedebilir ya da araştırma sırasında herhangi bir neden belirtmeksizin çıkış gerçeklestirebilirsiniz.

Herhangi bir sorunuz olması halinde veya araştırma sonuçlarına ulaşmak için Burcu Özbaş ile iletişime geçebilirsiniz.

“Yukarıdaki çalışmanın amacını ve içeriğini belirten bildiriyi okudum, anladım ve araştırmaya katılmayı gönüllü olarak kabul ediyorum.”

Kabul ediyorum ( )      Kabul etmiyorum ( )

## İletişim Bilgisi:

Burcu Özbas, İstanbul Bilgi Üniversitesi, ozbasburcu@gmail.com

## Appendix B: Demographic Information Form

1. Your sex:

Female / Male / Other / I don't want to indicate

**2. Your age:**

**3. Last completed / continuing academic degree:**

Secondary school or below degree / High school degree / Associate degree  
/ Undergraduate degree / Graduate degree / PhD

#### 4. Marital status:

Single / Married / I don't want to indicate

**5. Total years of work experience:**

6. Please indicate your current job title; if you are not currently employed, please indicate the last position you worked at:

7. The current / the very last sector you worked at:
8. Type of the organization you are working at:  
Government / Private sector / Self-employed / NGO
9. Have you had experience in recruiting as part of your job title?  
Yes /No

#### **Appendix B: Demographic Information Form (TR)**

1. Cinsiyetiniz:  
Kadın / Erkek / Diğer / Belirtmek istemiyorum
2. Yaşınız:
3. En son tamamladığınız / devam etmekte olduğunuz öğrenim derecesi:  
Orta Okul ve öncesi /Lise / Ön lisans / Lisans / Yüksek Lisans / Doktora
4. Medeni durumunuz:  
Bekar / Evli / Belirtmek İstemiyorum
5. Toplam iş deneyiminiz:
6. Aktif olarak çalışıyorsanız şu anki pozisyonunuz; çalışmıyorsanız en son çalıştığınız pozisyon:
7. Güncel / en son çalıştığınız sektör:
8. Çalışığınız kurum:  
Kamu / Özel sektör / Kendi işim / Sivil toplum kuruluşu
9. İş hayatınızda pozisyonunuz gereği işe alım deneyiminiz oldu mu?  
Evet / Hayır

#### **Appendix C: Job Advertisements**

In the presented study, your role is thinking like a Recruitment Consultant and making hiring decision in behalf of the customer company looking for a Digital Marketing Manager.

Please examine the upcoming text provided by the company and explaining what kind of a candidate profile they are looking for. Then, please read the text provided by the applicant and introducing his/her professional background.

After you examine the resume, you can go back to the job advertisement page and review it again.

### **Advertisement 1 (Agentic Profile)**

Here is the text from the Human Resources Manager of the company, which you will provide recruitment consultancy, indicating what kind of a candidate profile they need:

“We are looking for a **Digital Marketing Manager** who is going to be responsible for managing and leading our company’s digital marketing projects and the project team. Candidates are required to have bachelor’s degree in marketing and at least 7 years of experience in marketing business.

Since the main task of the position is to manage the marketing team, the candidate must have leadership and team management skills. The manager we are seeking for must be dedicated to the job and able to work late until project is finished. Candidate needs to be a charismatic speaker to talk diligently with employees and motivate them. S/he should be intelligent enough to show extraordinary talent and expertise by presenting good ideas in projects. The candidate profile must be determined to work nonstop in order to solve difficult problems. S/he must be aggressive to try hard until colleagues understand the ideas. There should be a competitive candidate profile who believes the team should always be the number one.”

### **Advertisement 2 (Communal Profile)**

Here is the text from the Human Resources Manager of the company, which you will provide recruitment consultancy, indicating what kind of a candidate profile they need:

“We are looking for a **Digital Marketing Manager** who is going to be responsible for managing and leading our company’s digital marketing projects and the project team. Candidates are required to have bachelor’s degree in marketing and at least 7 years of experience in marketing business.

Since the main task of the position is to manage the marketing team, the candidate must have leadership and team management skills. The manager we are seeking for

must always show concern for wellbeing of the team and must go beyond self-interest for the good of the employees. S/he must be sensitive towards feelings of employees. The profile must always be honest and fair towards subordinates. When team has a problem, manager should be understanding; should encourage employees and listen their personal conflicts. In addition, the candidate should be a compassionate manager, and should have a sympathetic and helpful attitude when family emergencies and difficult situations arise in employee's life.”

### **Appendix C: Job Advertisements (TR)**

Bu çalışmada sizin rolünüz Dijital Pazarlama Müdürü arayan müşterinize İşe Alım Danışmanlığı yapmaktadır.

Öncelikle karşınıza gelecek olan danışmanlık yapacağınız şirketin ihtiyaç duyduğu aday profilini inceleyiniz.

Ardından pozisyonu başvuran adayın başvuru mektubunu okuyunuz ve pozisyon için uygunluk derecesiyle ilgili anketimizi doldurunuz.

Özgeçmişin inceledikten sonra ihtiyaç duyarsanız şirketten gelen metne geri dönüp tekrar bakabilirsiniz.

#### **İlan 1 (Bireyçi Profil)**

İşe alım danışmanlığı yapacağınız şirketin İnsan Kaynakları Müdürü'nden gelen; ihtiyaç duydukları aday profilini anlattığı metin şöyledir:

“Şirketimizin dijital pazarlama çalışmalarını ve özellikle de projelerden sorumlu ekibimizi yönetecek **Dijital Pazarlama Müdürü** arıyoruz. Aradığımız adayın pazarlama alanında en az 7 yıl tecrübe ve lisans derecesi olmalıdır.

Pozisyonun temel görevi pazarlama ekibini yönetmek olduğundan adayın liderlik ve ekip yönetimi becerilerine sahip olması gerekmektedir. İşine kendini adamış, projesini bitirmek için geç saatlere kadar çalışabilecek biri olmalı. Karizmatik bir hitabet şekli olmalı; konuşurken çalışanlarını motive etmeli ve sevklemeli. Yetenek ve uzmanlıklarını projelerde iyi fikirler sunarak gösterecek kadar akıllı olmalı. Problem çözmeye istekli ve azimli olmalı, yılmamalı. Fikirlerini kabul

ettirene kadar uğraşacak agresif yapıda olmalı. Takımının her zaman bir numara olması gerektiğine inanan, rekabetçi bir aday profili olmalı.”

### **İlan 2 (Toplumcu Profil)**

İşe alım danışmanlığı yapacağınız şirketin İnsan Kaynakları Müdürü'nden gelen; ihtiyaç duydukları aday profilini anlattığı metin şöyledir:

“Şirketimizin dijital pazarlama çalışmalarını ve özellikle de projelerden sorumlu ekibimizi yönetecek **Dijital Pazarlama Müdürü** arıyoruz. Aradığımız adayın pazarlama alanında en az 7 yıl tecrübesi ve lisans derecesi olmalıdır.

Pozisyonun temel görevi pazarlama ekibini yönetmek olduğundan adayın liderlik ve ekip yönetimi becerilerine sahip olması gerekmektedir. Aradığımız yönetici her zaman ekibine karşı ilgili olacak; onların çıkarlarını gözetecek, gerekirse kendi kişisel çıkarlarını geri planda tutacak biri olmalı. Çalışanlarına ve onların hislerine karşı duyarlı olmalı. Astlarına karşı her zaman dürüst ve hakkaniyetli olmalı. Ekibindekiler bir problem yaşadığında anlayışlı olmalı, onları teşvik etmeli, kişisel tartışmaları konusunda dinlemeli. Bunların yanı sıra merhametli bir yönetici olmalı, çalışanlarının ailevi problemlerine karşı yardımsever ve sempati gösterebilen bir aday profil olmalı.”

### **Appendix D: Cover Letter (Female / Male / Neutral)**

“Hello, I am Ebru Kara (Ahmet Kara / Deniz Kara).

I am a professional in marketing sector and I have 8 years of experience.

I received bachelor's degree in Marketing undergraduate program from Dokuz Eylul University in 2010. At the same year, I started to work as a E-Commerce Responsible at a sports shop. My duty was creating online marketing text for website. I continued my career as Corporate Communications Specialist at an advertising agency in 2013. At this job; I took parts in making visibility activities of brands, producing social media content and conducting corporate relations. Finally, I have been working as a Digital Marketing Assistant Manager since 2015. I am in charge of managing social media accounts, creating digital marketing

strategies and conducting online campaigns.”

#### **Appendix D: Cover Letters (Female / Male / Neutral)**

“Merhaba, ben Ebru Kara (Ahmet Kara / Deniz Kara).

Pazarlama alanında uzmanım ve 8 yıllık iş deneyimine sahibim.

2010 yılında Dokuz Eylül Üniversitesi Pazarlama lisans bölümünden mezun oldum. Aynı yıl bir spor mağazasında E-Ticaret Sorumlusu olarak işe başladım. Görevim ürünlerin online pazarlama metinlerini oluşturmaktı. 2013 yılında kariyerime bir reklam ajansında Kurumsal İletişim Uzmanı olarak devam ettim. Burada markaların görünürlük çalışmalarını yapmak, sosyal medya içeriklerini üretmek ve kurumsal ilişkilerini yürütmek gibi sorumluluklar aldım. Son olarak; 2015 yılından bu yana halen çalışmakta olduğum şirkette Dijital Pazarlama Müdür Yardımcısı olarak profesyonel hayatıma sürdürmekteyim. Bulunduğum pozisyonda sosyal medya hesaplarının yönetilmesi, dijital pazarlama stratejilerinin oluşturulması, online kampanyaların yürütülmesi gibi sorumluluklar almaktayım.”

#### **Appendix E: Employability Assessment Tool**

**Keeping the job description in mind, please rate each question using a 7-point scale ranging from very low to very high.**

(Very low) 1 2 3 4 5 6 7 (Very high)

---

**1.** What is the likelihood that you would be interested in interviewing the applicant?

1 2 3 4 5 6 7

**2.** What is the likelihood that you would recommend the applicant be hired?

1 2 3 4 5 6 7

**3.** If hired for the position, how likely is it that this applicant would succeed in the job?

1 2 3 4 5 6 7

4. Taking everything into consideration regarding the applicant's resume, what is your overall evaluation of the candidate?

1 2 3 4 5 6 7

a. **Would you prefer to hire the candidate whose resume you've reviewed for Digital Marketing Manager position?**

Yes / No

- Please briefly explain why you made this decision:

#### **Appendix E: Employability Assessment Tool (TR)**

**Okuduğunuz gereklilikleri dikkate alarak; lütfen başvuran adayı değerlendирerek aşağıda verilen 7 dereceli ölçekli soruları çok düşük – çok yüksek arası cevaplandırınız.**

(Çok düşük) 1 2 3 4 5 6 7 (Çok yüksek)

---

1. Adayı mülakata çağırma olasılığınız nedir?

1 2 3 4 5 6 7

2. Adayın işe alınmasını tavsiye etme olasılığınız nedir?

1 2 3 4 5 6 7

3. Eğer bu pozisyon için işe alınırsa; bu adayın başarılı olma olasılığı nedir?

1 2 3 4 5 6 7

4. Adayın özgeçmiş ile ilgili her şeyi göz önünde bulundurduğunuzda, adayla ilgili genel değerlendirmeniz nedir?

1 2 3 4 5 6 7

a. Başvurusunu incelediğiniz adayı Dijital Pazarlama Müdürü pozisyonu için işe alır mıydınız?

Evet / Hayır

- Lütfen kısaca kararınızın nedenini açıklayınız:

## **Appendix F: Ambivalent Sexism Inventory**

Below is a series of statements concerning men and women and their relationships in contemporary society. Please indicate the degree to which you agree or disagree with each statement using the degree to which you agree or disagree with each statement using the following scale:

0 = Disagree strongly

1 = Disagree somewhat

2 = Disagree slightly

3 = Agree slightly

4 = Agree somewhat

5 = Agree strongly

1. \_\_\_\_\_ No matter how accomplished he is; a man is not truly complete as a person unless he has the love of a woman.
2. \_\_\_\_\_ Many women are actually seeking special favors, such as hiring policies that favor them over men, under the guise of asking for "equality."
3. \_\_\_\_\_ In a disaster, women ought not necessarily to be rescued before men.
4. \_\_\_\_\_ Most women interpret innocent remarks or acts as being sexist.
5. \_\_\_\_\_ Women are too easily offended.
6. \_\_\_\_\_ People are often truly happy in life without being romantically involved with a member of the other sex.
7. \_\_\_\_\_ Feminists are not seeking for women to have more power than men.
8. \_\_\_\_\_ Many women have a quality of purity that few men possess.
9. \_\_\_\_\_ Women should be cherished and protected by men.
10. \_\_\_\_\_ Most women fail to appreciate fully all that men do for them.
11. \_\_\_\_\_ Women seek to gain power by getting control over men.
12. \_\_\_\_\_ Every man ought to have a woman whom he adores.
13. \_\_\_\_\_ Men are complete without women.
14. \_\_\_\_\_ Women exaggerate problems they have at work.

15. \_\_\_\_ Once a woman gets a man to commit to her, she usually tries to put him on a tight leash.

16. \_\_\_\_ When women lose to men in a fair competition, they typically complain about being discriminated against.

17. \_\_\_\_ A good woman should be set on a pedestal by her man.

18. \_\_\_\_ There are actually very few women who get a kick out of teasing men by seeming sexually available and then refusing male advances.

19. \_\_\_\_ Women, compared to men, tend to have a superior moral sensibility.

20. \_\_\_\_ Men should be willing to sacrifice their own wellbeing in order to provide financially for the women in their lives.

21. \_\_\_\_ Feminists are making entirely reasonable demands of men.

22. \_\_\_\_ Women, as compared to men, tend to have a more refined sense of culture and good taste.

#### **Appendix F: Ambivalent Sexism Inventory (TR)**

Aşağıda modern toplumda kadınlar, erkekler ve onların ilişkileri ile ilgili ifadeler bulunmaktadır. Lütfen her ifadeye ne derece katılıp katılmadığınızı şu ölçeye göre belirtiniz:

0 = Kesinlikle katılmıyorum

1 = Coğunlukla katılmıyorum

2 = Kısmen katılmıyorum

3 = Kısmen katılıyorum

4 = Coğunlukla katılıyorum

5 = Kesinlikle katılıyorum

---

1. \_\_\_\_ Ne kadar başarılı olursa olsun, bir kadının sevgisine sahip olmadıkça bir adam gerçek anlamıyla tamamlanmış bir kişi olamaz.

2. \_\_\_\_ Bir çok kadın “eşitlik” bahanesiyle erkeklerle karşı kendilerini kayıran işe alım politikaları gibi özel ayrıcalıklar peşindedir.

3. \_\_\_\_ Bir felaket anında, kadınların mutlaka erkeklerden önce kurtarılması gerekmek.

4. \_\_\_\_ Çoğu kadın masum yorum veya davranışları cinsiyetçi olarak yorumlamaktadır.

5. \_\_\_\_ Kadınlar çok kolay alınırlar.

6. \_\_\_\_ İnsanlar hayatlarında karşı cinsten biriyle romantik ilişki olmaksızın; sıkılıkla gerçekten mutlu olurlar.

7. \_\_\_\_ Feministler kadınların erkeklerden daha fazla güce sahip olması peşinde değildir.

8. \_\_\_\_ Bir çok kadın erkeklerin çok azında bulunan bir saflik derecesine sahiptir.

9. \_\_\_\_ Kadınlar erkekler tarafından el üstünde tutulmalı ve korunmalıdır.

10. \_\_\_\_ Kadınların çoğu erkeklerin onlar için yaptıklarını gerçekten takdir etmemektedirler.

11. \_\_\_\_ Kadınlar erkekler üzerinde kontrol sahibi olarak güç kazanma peşindelerdir.

12. \_\_\_\_ Her erkeğin hayran olduğu bir kadını olmalıdır.

13. \_\_\_\_ Erkekler kadınlar olmadan tamamdır.

14. \_\_\_\_ Kadınlar işte yaşadıkları problemleri abartırlar.

15. \_\_\_\_ Bir kadın bir erkeğin bağlılığını elde ettikten sonra genellikle onun dizginlerini eline almaya çalışır.

16. \_\_\_\_ Kadınlar erkeklerle karşı adil bir yarışı kaybettiklerinde, tipik olarak kendilerinin ayrımcılığa maruz kaldığından şikayet ederler.

17. \_\_\_\_ İyi bir kadın erkeği tarafından baş tacı edilmelidir.

18. \_\_\_\_ Aslında az da olsa; erkekler cinsel anlamda uygun olduklarını gösterir şakalar yapıp sonra da tekliflerini reddetmekten zevk alan kadınlar vardır.

19. \_\_\_\_ Kadınlar erkeklerle göre daha yüksek ahlaki değerlere sahip olma eğilimindedirler.

20. \_\_\_\_ Erkekler hayatlarındaki kadınlara maddiyat sağlamak için kendi refahlarından feragat etmeye gönüllü olmalıdır.

21. \_\_\_\_ Feministler erkeklerden tamamen makul taleplerde bulunmaktadırlar.

22. \_\_\_\_ Kadınlar, erkeklerle karşılaşıldığında, daha incelikli kültür seviyesine ve zevke sahiplerdir.

## Appendix G: Ethics Committee Approval

### ETİK KURUL DEĞERLENDİRME SONUCU/RESULT OF EVALUATION BY THE ETHICS COMMITTEE

(Bu bölüm İstanbul Bilgi Üniversitesi İnsan Araştırmaları Etik Kurul tarafından doldurulacaktır /This section to be completed by the Committee on Ethics in research on Humans)

**Başvuru Sahibi / Applicant:** Burcu Özbaş

**Proje Başlığı / Project Title:** Gender Biased Perception of Leadership and Discrimination In Hiring: A Quantitative Research Based on Ambivalent Sexism Theory and Role Congruity Theory

**Proje No. / Project Number:** 2018-20024-134

1.	Herhangi bir değişikliğe gerek yoktur / There is no need for revision	XX
2.	Ret/ Application Rejected Reddin gereklisi / Reason for Rejection	

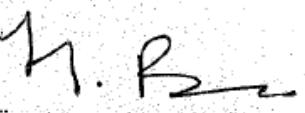
Değerlendirme Tarihi / Date of Evaluation: 13 Aralık 2018

  
Kurul Başkanı / Committee Chair

Doç. Dr. Itır Erhart

  
Üye / Committee Member

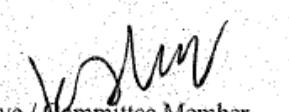
Prof. Dr. Aslı Tunç

  
Üye / Committee Member

Prof. Dr. Hale Bolak

  
Üye / Committee Member

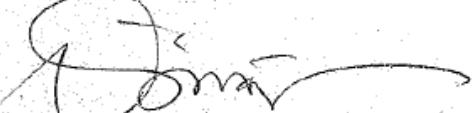
Prof. Dr. Turgut Tarhanlı

  
Üye / Committee Member

Prof. Dr. Koray Akay

  
Üye / Committee Member

Prof. Dr. Ali Demirci

  
Üye / Committee Member

Prof. Dr. Ayhan Özgür Toy