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**IS IT THE WOMEN'S  
TURN NOW?  
THE EFFECT OF SEX-ROLE  
STEREOTYPES ON THE  
EVALUATION OF LEADERS'  
COMPETENCE**

IS IT THE WOMEN'S TURN NOW?: THE EFFECTS OF SEX  
ROLE STEREOTYPES ON THE EVALUATION OF  
LEADERS' COMPETENCE

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A study regarding sex-role stereotyping on a person's evaluation of leaders' competence was conducted. Eighteen students from De La Salle University were tested. They were divided into two groups with the first group consisting of 8 students and the second group consisting of 10 students. Two similar essays were handed out to the two groups differing only in the gender of the person described in the material (Tito/Tita Garcia). To measure the subjects' perception on the person being described in the essay, questionnaires followed. The t-test for two independent groups with unequal variances was used to arrive at the results. Since the computed value of  $t$  (1.23) is less than the critical value of  $t$  (2.120), we do not reject the null hypothesis. That is, sex-role stereotypes do not affect a person's evaluation of leaders' competence.

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V-6

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## DISCUSSION

The results accepted the null hypothesis which states that sex-role stereotypes do not affect a person's evaluation of leaders' competence. Although the mean score of group 1 was higher than that of group 2, the difference was minimal. This supports the findings of Izraeli and Izraeli (1985). As stated in the introduction, they conducted a study among 1020 Israeli supervisors and concluded that sex of the leader did not have an effect on leadership style and behavior.

Even as our conclusion supports these findings, it goes without saying that this is in contradiction with some findings in past studies conducted. These studies suggest that women are not perceived as having the potential to manage (Bartol & Butterfield, 1976). According to Schein (1973), managerial positions would seem to require personal attributes often thought to be more characteristic of men than women. This idea was supported by Izraeli (1985) stating that influence and leadership in the public domain are everywhere and have always been associated with men. Furthermore, the study of Rosen and Jerdee (1974) mentioned that discriminatory behavior against women seems based on a set of attitudes which depict women as limited in the toughness, stability, creativity and judgement required to meet the demands of high-level managerial positions. Bartol and Butterfield (1976) on the other hand stated that female managers receive more positive scores than male managers on consideration style. In addition, female voices were rated as sounding more competent both verbally and nonverbally when they were speaking.

to their bosses (Steckler and Rosenthal, 1985).

The discrepancy in findings could be due to some limitations encountered by this study. That is, the manner by which the experiment was conducted was susceptible to errors. The study was confined only within the boundaries of the De La Salle University campus. The limitation of using a very select group of college students in their late teens and early twenties is that we cannot generalize the results due to the fact that there is only a small number of subjects conveniently sampled. Also, no form of randomization was employed in assigning these groups. The grouping was dependent on the availability of the subjects, such that there is a possibility that different types of people were not entirely covered. There was the use too, of fourteen female subjects, and only four male subjects. Since the number of female subjects was enormously greater than that of the males, biases were likely to occur. Moreover, the study focused on only one particular job. Perhaps different results may have occurred given a larger sampling of jobs. Finally, the sex of the experimenters may have affected the subjects responses. Since both of the experimenters were ladies, the subjects may have been intimidated or influenced by their mere presence thus affecting their responses.

Therefore the researchers encourage the replication of the study because of the mentioned errors and limitations this time, being more cautious of them. The number of respondents is suggested to be increased,  $N = 100$  at least, for a norm to be established. Also, the selection of the subjects must be

randomly done, keeping in mind that an equal number of male and female respondents is ideal. Further, it is recommended that a greater sampling of jobs be included in the study so as to avoid any biases.

In conclusion, this study has accepted the null hypothesis stating that sex-role stereotypes do not affect a person's evaluation of leader's competence. But despite these findings, the managerial job is classified as a masculine occupation (Schein, 1973). This has triggered the researchers' curiosity about the reason hindering women to climb the managerial grid. Past studies suggest that traditional male attitudes toward men at the professional and managerial levels continue to block change (Schein, 1973). But considering the limitations stated earlier, the results of this study may not be as valid as those done in the past. However, with the implementation of the recommendations earlier suggested, the researchers trust that this study would improve greatly and possibly even change in findings. But even so, we researchers are proud that in our own small way, we have contributed additional information toward the enhancement of a very broad field ..... THE FIELD OF EXPERIMENTAL PSYCHOLOGY.