Gender, Leadership, and Entrepreneurship

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An important issue for NGOs and Not-for-Profit organisations is the gendered nature of not only the work they are involved in, but also the organisations themselves. It remains an open question how numerical gendering is reproduced in NGOs and NPOs as a result of gender differentiating practices. While efforts have been made in organisational sociology to take gender aspects into account for quite some time (see: Britton 2000), in Third Sector research theoretical work on gender and Third Sector is still hard to find (cf. Steinberg et al. 1994)

This panel will look at these issues in the context of non-for-profit organisations across three countries: the US, India, and Spain. This will be in the context of NGOs management and leadership in public relations as well styles of leadership, in entrepreneurship from microfinance programs and in volunteering. All four papers look at the issues facing women and how there are sharp gendered distinctions in each area of Not for profit work examined.

One author’s paper Influence of the “gendered NPO” on lives of female mental challenged shows how a “gendered NPO (nonprofit organization)” contributes to limiting choices of lives of female mental challenged and retaining barriers to gender equality in society. After examing tow NPO looking working in disabili ty she found that a gendered NPO reproduces gendered expectation and values and contribute to maintaining male chauvinism. Sachiko concludes by suggesting that NPOs have to abandon the gender ideology to take the lead for creating inclusive society first of all

Another author’s paper Feminist Values in Nonprofit Leadership: a Comparative Analysis looks at feminist values and the effective practice of leadership in non-profit management. It will compare two countries India and the USA and seek to challenge some of th gendered assumptions of the characteristics of effective leadership with an emphasis on the feminist notions of diversity as strength.

Three authors are presenting a paper Participation in Spanish Civil Society: Differences Across Gender, looks at the nature of volunteering in Spain, which has a lower rate than northern Europe, and examines the gendered nature of volunteering and the enabling factors for women to counter including education and active social life and compares that with the enabling factors for men. The date comes from an analysis of a time management survey of over 40,000 adults across all regions of Spain.

Two other authros will present the paper Women Leaders and Management of Public Relations in Nonprofit Organizations, looks at how public relations in managed in Not for Profit organisations and how women leaders in NPOs often have to take on these roles. It explores the strategies they adopt and the challenges they face based on the data from interviews with thirty NPO women leaders.

References


The Influence of the “gendered NPO” on lives of female mental challenged

The Purpose of my research is to show how a “gendered NPO (nonprofit organization)” contributes to limiting choices of lives of female mental challenged and retaining barriers to gender equality in society. Because of stresses and strains in daily lives, in Japan, more than three million people suffer mental disorders and lots of NPOs engage in support for them so that they can come back to the mainstream labor market and society. As compared with male mental disorders, female mental disorders are apt to be caused by agony of a male-dominated society and traditional feminine images (Saito and Hada, 1986); therefore, NPOs need to consider how the gender ideology binds female mental challenged in their service provision processes.

Can NPOs support female mental challenged so that they are released from the gender ideology and can live as a human being? NPOs give many opportunities to women to work actively (e.g., Hodgkinson and Weitzman, 1989); on the other hand, they have serious problems in terms of gender. For example, Nakagawa (2008) suggests that the small male elite have power while many female workers and volunteers engage in manual labor in NPOs. Preston (1989) also shows that low wages of women hinder realization of equality between male and female workers in NPOs by using "labor donation" theory. Therefore, as Steinberg and Jacobs (1994) claims, we have to further research NPOs from gender perspectives so that they can become real leaders for building “inclusive society” that all people can live at ease through participation in social and economic activities. In this paper, I indicate how the gender ideology embedded in NPOs affects female mental challenged and society.

Two Japanese NPOs were chosen which exclusively support female mental challenged from various aspects such as providing medical treatments, group homes for recovering life styles and sociability and vocational training in Sapporo city, Hokkaido as targets of my case study. I look into a relationship between organizational structures, backgrounds of exclusive support for female mental challenged, contents and belief of programs for support for them and lives of female users suffering mental disorders. By investigating two NPOs in Japan which is classified as a country having strong traditional family norms and gender stereotypes by Siaroff (1994), I could grasp not only influence of the gender ideology on female mental challenged and society more appropriately but also show that holding the gender ideology prevents NPOs from promoting social inclusion.

The research found that a “gendered NPO” having “gendered processes” (Acker, 1990; 1992) which are realized through concrete thoughts, belief and activities in the organization limit choices of lives of female mental challenged. More specifically, female users who receive support from the gendered NPO are forced to be dependent on marriage and live as housewives because the gendered NPO regards the ideology of the male breadwinner/female caregiver model (Bernard, 1995; Segal, 1993) is useful since it enables women not to think other things except for taking care for their husbands and children. That is to say, the gendered NPO reproduces gendered expectation and values and contribute to maintaining male chauvinism. As a conclusion, I suggest that NPOs have to abandon the gender ideology to take the lead for creating inclusive society first of all.

References


Feminist Values in Nonprofit Leadership: A Comparative Analysis

The purpose of this paper is to explore the parallels between two countries the United States and India with regards to feminist values and the effective practice of women leadership. The concept of women’s leadership has been studied in the field of business management and in feminist studies, but little has been done in the field of nonprofit management. This study is an attempt to fill the gap in the nonprofit literature by contributing in three ways. First, the study focuses on women leadership of nonprofit organizations, a less researched population, in the field. Second, the study utilizes the cultural feminist theory (see, Jacobs and Nash, 2003) to understand the women leadership. Third, the study integrates the experiences of women leaders of developed and developing country by conducting a comparative analysis.

Much research indicates that leadership is usually expressed in masculine terms, such as authority, aggressiveness and toughness (Northouse, 2007). Masculinity involves characteristics such as logic, analysis, independence, aggression and decision making; femininity is associated with emotions, expressiveness, and sensitivity (Fernandes & Cabral-Cardoso, 2003). However, gender identity of being woman and man, and related power hierarchy are socially constructed, reinforced and confronted through social interaction and language of communication (Bing and Bergvall, 1997) in which power is associated to male and masculinity. Such gendered power relations are maintained in societies through social organization. A cultural feminist perspective puts emphasis on the strength of the “diversity” rather than “sameness” of man and woman. It rejects the domination of masculine norms and structures that are embedded in the society and in the organizations, and attempts to gain the same rights as men for women by appreciating unique values that women have to offer. The paper uses the cultural feminist perspective to study similarities and differences between experiences of women leader of two very different countries.

The semi structured interviews will be conducted to collect the data for this qualitative research. The 30 interviews from each county-India and USA-(60 interviews in total) will be tape recorded, transcribed and analyzed. The grounded theory approach will be utilized to untangled the emerging concepts utilizing open-, axial-, and selective-coding strategies. The findings of the study will provide insights about experience of women as leaders of non-profit organizations. The analysis will focus on how feminist values impact women for effective practice of leadership.

References


Title: Participation in Spanish Civil Society: Differences Across Gender

Volunteer work is a social phenomenon which has been analysed from different perspectives in an attempt to explain its development, reasons, motivations and basic features. In previous research, volunteer work has invariably been defined as a positive trend that needs to be promoted by society. However, in Spain the number of volunteers over the total amount of population is rather small when compared to that in the majority of European countries, although the Spanish rate of volunteers is similar to that of countries in Southern Europe. According to the 1999-2000 European Value Survey, in Sweden the percentage of volunteers was 56%, in France 26%, in Ireland 33.2%, while according to the 2002-2003 Time Management Survey the rate in Spain is 10.1%.

Research on volunteer work in Spain has been mostly carried out from sociological perspectives and has mainly focused on features, categories and trends (Aranguren, 2000; Dávila and Chacón, 2007). There are also a number of studies which have examined volunteering from the point of view of economics and management such as those by Chacón and Vecina (2002) and Marcuello (2001) among others. Volunteer work has also been approached through an study of the number of volunteers and their profiles as in Pérez Díaz and López Novo (2003).

Volunteer work has become a focus of attention not just for the academic world but also for a series of private and public institutions which have taken measures to promote this phenomenon. According to Ruiz Olabuénaga (2006), more than 4,200,000 people are involved in volunteer work in Spain. The contribution of these volunteers has an obvious social dimension but, as Ruiz Olabuénaga has noted, its economic value should not be ignored. Moreover, from the viewpoint of non-profit economics, scholars have tried to identify the elements which, according to traditional economic models, may explain the existence of altruistic behaviour concerning contributions in terms or both time and money (Andreoni, 1990).

In this paper, we aim to analyse the different factors underlying the decision to volunteer from an economic perspective, taking into account the traditional socio-economic variables including variables related to the characteristics of volunteers’ professional background and job, family type and social behaviour, aspects which have not been considered in previous research. The theoretical model of the present study tries to develop a more comprehensive approach to volunteering in which personal features and the characteristics of volunteers’ individual background and social relations are centrally analysed. By drawing academic attention to such issues our main objective, thus, is to explore volunteering from a more global viewpoint. In this respect, the present study draws attention to one more factor which is the influence of gender difference on the individual decision to volunteer and the number of hours volunteered (Taniguchi, 2006). Our data on volunteering from the 2002-2003 Time Management Survey have allowed us to analyse the behaviour of 42,675 over-18-years-old adults representative of the whole country and each of the different Spanish Autonomous Regions.

In this way, we are trying to expand previous academic work on volunteering by concentrating on the analysis of variables which encourage people to volunteer or discourage them from volunteering as well as by considering variables which influence individual decisions concerning volunteer time. Our model integrates variables related to job and career, family types, socio-economic characteristics, social behaviour and place of residence. The results of our research show that there is a remarkable difference across gender. In the case of women, the decision to volunteer depends on variables related to job features, family profile, age, education and social behaviour, whereas, when it comes to men, the main variables are age, education and social behaviour. With reference to volunteer time, women seem to reduce it when they have children at home and when they have a lower income level. On the contrary, the amount of time volunteered by women increases when the have a higher level of education and an active social life.

The text is organized as follows: Section 2 presents the most relevant descriptive data on volunteering in Spain and Section 3 sets out the theoretical context of the study of volunteerism from economic models and variables used. In paragraph 4 the results are
presented and discussed, and finally, in paragraph 5 we highlight the main conclusions of our study.

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Women Leaders and Management of Public Relations in Nonprofit Organizations

In his recent study Themudo (2009) made an important point that besides high level of participation by women in the nonprofit sector in a various capacity ranging from paid employment to volunteering, and membership to giving, the impact of women’s participation on the sector is largely under researched. Research on the role of women as leaders of nonprofit organizations is scarce. This qualitative research studies women leaders and the strategies they employ in managing public relations for their nonprofit organizations.

Due to nature of nonprofit organizations and their dependence on various sources for funding, maintaining public relations is one of the most important functions. However, the role of public relations in non-profit organizations is not well developed. Furthermore due to the smaller budget availability in the nonprofit sector, public relations practitioner is seldom hired. Therefore managing public relations responsibility generally falls on the shoulder of leaders in comparison to the for-profit organization (Jaye 1996.) This is also supported by the findings of a research done by Sam Dyer, Teri Buell, Mashere Harrison and Sarah Weber (2002), that the majority of the nonprofit organizations public relations are managed by individual in upper management or in director roles. In this research, we attempt to study how women leaders of nonprofit organization manage public relations for their organizations. What strategies do they use? What challenges do they face?

To explore these questions, we will conduct 30 interviews with nonprofit organizations in the United States. The sample will be randomly selected using Guidestar database. The interviews will be tape-recorded and transcribed for analysis. A software ATLAS.ti, will be used to analyze the data. The findings will inform our understanding about how women leaders develop and maintain public relations for their organizations. Further, findings will enhance our understanding about challenges that women face due to overrepresentation of male in the field of nonprofit sector. This paper is relevant with the theme of the conference in several ways. First, the paper focuses on the women leaders, and their experience in managing public relations. Several leadership style researchers have suggested that women manage relationships differently than men do. The findings will inform us about how women’s ways of managing public relations can benefit other leaders. Second, in the recent times of financial crisis, fundraising activities are vital for nonprofit organizations than ever before. Effective and strategic public relations could create opportunities for nonprofit organization facing financial challenges by playing a key role in securing funds. Thus, the findings will provide participants of the ISTR conference to engage in the dialogue about the innovative ways to deal with the financial crisis and how to approach the hidden opportunities in today’s challenging times.

References

