Leadership Style and Readiness Requirement in Job Advertisements
Exploring gender differences in wording appeal within technological corporate culture

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Abstract

Organizational leadership is predominantly male, even after decades of effort to even out this gap. The gender gap in corporal leadership was here assessed by investigating the possible effect of job advertisement configuration. Requesting a democratic or autocratic leadership style and high or low level of readiness for the leadership position in job advertisements was hypothesized to affect their appreciated appeal differently depending on the reader’s gender. A democratic leadership style and a low level of readiness requirement was thought to appeal more to women. Additionally, an effect of nearness to a manager of the same sex on the appreciated likelihood of applying for a leadership position was investigated, in line with the theory of same-sex role models. Seventy-nine male and seventy-seven female employees from a technical department within a global industrial company were included in the study where they rated manipulated company job advertisements’ appeal and filled out a survey. The results revealed no gender difference in the employees’ appeal ratings depending on the two variables. No difference in likelihood of applying for a leadership position was found, regardless of same-sex managerial nearness. The unique characteristics of the sample used induces a discussion of when advertisement wording matters and matters not.

Keywords: Gender differences, job advertisement configuration, organizational leadership, leadership style, readiness requirement.
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1. Introduction

1.1. Gender division in leadership

Women have over the last decades taken a stance against the normative view of the past, declaring worthiness and capability of managing advanced studies, work-life, and leadership roles in previously male-dominated areas of society. In addition, the possibility to considerably advance one’s career has become easier for women, throughout this time of revolutionary female role-change (see e.g. Eagly, 2003). Although the number of women holding leading positions in both politics and organizational management has increased, women are still underrepresented in leadership and management positions in comparison to men (ibid.). According to Eurostat (2017), about one in three managers in Europe is a woman.

Many Swedish organizations and corporations have established gender equality goals in hopes of creating an inclusive and inspirational environment where the positive impact of diversity will help the organization thrive and heighten their appeal within society. For many companies these goals involve increasing the presence of women in the upper levels of the organization. Alas, despite increased awareness and initiatives taken to address the gender imbalance in top management, progress is slow, especially in the corporate world. In Sweden, the gender balance in managerial positions is evening out – 60 percent (%) men and 40 percent (%) women, according to Sweden’s government agency for official statistics (Statistiska centralbyråan, SCB; 2018). The gender balance is, however, uneven amongst different managerial careers. This includes differences between private and public sector careers, where men are overrepresented in the private sector to a higher degree than within the public sector (SCB, 2016). When demonstrating gender imbalance in decision-making positions, the European Commission (2016) writes:

*The causes for the underrepresentation of women in decision-making processes and positions are multiple and complex. The main reasons are traditional gender roles and stereotypes, the lack of support for women and men to balance care responsibilities with work, and the prevalent political and corporate cultures.*
In light of this, it becomes obvious that there is no one strategy or factor that can change this system but that there is a need for multiple efforts over time to take place. The cause of the imbalance can be divided into smaller and smaller components, like gender bias in recruitment processes, when reading applicant CV’s, and in the process of writing job advertisements (Gaucher, Friesen, & Kay, 2011). Additional attempts should be made to transform areas of imbalance because of the discriminative properties against women which they infer. A reasonable course of action is to aim efforts towards diminishing gender disparities where the imbalance is the greatest. Unsurprisingly, this is within highly male-dominated areas in the private sector and corporate world.

Corporate cultures could – as stated by the European Commission (2016) – be partly to blame for the gender gap. The current literature also suggests that other factors that reinforce the gender gap include: the recruitment process (see e.g., Askehave, 2010; Born & Taris, 2010; Bosak & Sczesny, 2008; Crawford & Mills, 2011; Eagly & Karau, 2002; Eagly, Makhijani, & Klonsky, 1992; Eagly & Wood, 2012; Gaucher et al., 2011; Page, 2011; Satore & Cunningham, 2007), job advertisements configuration (see e.g., Askehave & Zethsen, 2014; Born & Tartis, 2010; Bosak & Sczesny, 2008; Gaucher et al., 2011; Horvath & Sczesny, 2016; McNab & Johnston, 2002; Schmidt, Chapman, & Jones, 2014), systematical differences in the perception of male and female leadership (Ayman, & Korabik, 2010; Eagly & Carli, 2007; Eagly & Karau, 2002; Heilman, 2001; Schein, 1973, 2007), perceived lack of fit (Eagly & Karau, 2002; Heilman, 1983; 2001; 2012), and factors such as role expectation (Cuadrado, García-Ael, & Molero, 2015; Eagly, 1987; Eagly & Carli, 2007; Eagly, Wood, & Diekman, 2000; Eagly & Wood, 2012; Heilman, 2001; Johnson, Murphy, Zewdie, & Reichard, 2008; Koenig, Eagly, Mitchell, & Ristikari, 2011; Paustian-Underdahl, Walker, and Woehr, 2014; Schein, 1973; Schein, 1975) largely due to stereotypes portraying women as less competent and effective leaders than men.

One area of investigation into this problem is job advertisement configuration which effects are relatively unexplored, especially within a corporate context. This will be examined in order to determine how different configurations make job advertisements appeal to men and women differently. The factors leadership style and readiness for a leadership role (henceforth: readiness) expressed in job advertisements will be discussed and examined within the current study.
The following introduction is intended to formulate a discussion regarding the cause of the imbalanced proportion of men and women in leadership positions, why it is a good idea to try to do something about the gap, and lastly, what could be done to reduce said gap. This discussion is followed by an empirical study that investigates the perceived appeal of leadership position job advertisements according male and female employees’. The current study is one of only a few field experiments that uses a manipulation of job advertisement wording in the testing of job advertisements within the recruitment literature, and seemingly the only one of these with a sample comprised of the population towards which the advertisements are aimed.

1.2. Causes of uneven gender distribution in leadership

There are universal aspects of leadership (e.g., Ayman, & Korabik, 2010; Landy & Conte, 2017). Descriptive leadership (i.e. how leadership generally is done), however, varies as a function of gender and culture. Gender, for example, can moderate the relationship between leadership behaviors and outcome (Ayman, & Korabik, 2010). The diverse leadership environment of 19 female leaders was described in a special issue of the American Psychological Association’s Monitor on Psychology (Munsey, 2007). The stories of their leadership obstacles, their highs, and lows within the leadership role made it clear that in their leadership roles they had faced the same types of challenges as male leaders. The female leaders came from different environments and used diverse wide-ranging set of leadership strategies, just as their male counterparts did (Landy, & Conte, 2017).

On an individual level the challenges faced by women and men in leadership could look the same. The gap between the number of men and women in leadership positions, however, indicates that there are other challenges to leadership that differ depending on gender. The fact that female leadership can look just like male leadership on an individual level only raises the question of why this gap exists. The difference in gendered leadership does not seem to lie in the individual challenges faced or strategies used by men and women in leadership, but rather in attaining a position of leadership in the first place. Through and through, these differences are shown to stem from a complex relation mediated by gender and cultural stereotypes that may result in different behaviors, drives, reactions, and forces, emerging in an adjustment to the environment (Ayman, & Korabik, 2010).
Both gender and culture have physical (visible) and value (invisible) components affecting identity, interpersonal relations and interactions, group cohesion, and distribution of power. Research provides evidence for a complex interaction between and influence of intrapsychic, social structural, and interpersonal processes for gender and culture in leadership (ibid.). This means that both gender and culture can affect leadership style and behavior in ways of a masculinity and femininity spectrum (Eagly, et al., 1992), interpersonal interaction (e.g., Becker, Ayman, & Korabik, 2002; Eagly & Carli, 2007; Eagly & Johnson, 1990), effectiveness (Eagly et al., 1995), consideration (e.g., van Emmerik, Euwema, & Wendt, 2008; van Emmerik, 2010), and leadership emergence (e.g., Eagly & Carli, 2007; Eagly & Karau, 1991) in complex ways. Leadership theories are, therefore, arguably not generalizable over all individuals, regardless of gender and culture. When reviewing major theories and models of descriptive leadership, dynamics related to either gender or culture are hence of great importance (Ayman, & Korabik, 2010).

Why are women underrepresented in leadership positions – especially high-status leadership positions – when the intention has been to reduce the differences for so long? For decades researchers have proposed different explanations (e.g., Eagly & Karau, 2002; Heilman, 2001; Schein, 1973, 2007). Consistently there seem to be factors that serve to keep the imbalance in place. Such factors may manifest in the form of attitudes, evaluations, and beliefs. System justification research (see Jost & Banaji, 1994; Jost, Banaji, & Nosek, 2004) has demonstrated that these manifestations are part of people’s tendency to defend the status quo in accordance with whatever is currently most natural, which also constructs the perspective of what is desirable. A question that should be asked in junction with this is the following: are there arguable grounds for maintaining this status quo?

1.2.1. Gender differences in leadership ability and effectiveness

In a study performed by Sczesny, Bosak, Neff, and Schyns (2004) management students described themselves in relation to a person-orientation scale and task-orientation scale. What they found in the study was that male and female participants described themselves very similarly. In contradiction to what was hypothesized, men and women rated themselves as equally person-oriented and reported possessing task-oriented traits to a similar degree. Yet a meta-analysis conducted by Eagly and Jonson (1990) examining leadership style and gender
found that women lead by emphasizing interpersonal interactions, whereas men lead by emphasizing task completion. This result could not be found in field studies, however, and appeared only in laboratory studies, giving the impression that the first results had somehow been affected by stereotypes in the lab environment (Landy & Conte, 2017). Eagly and Jonson (1990) could however determine through field studies that women had a tendency to prefer democratic and participative styles of leadership rather than autocratic styles that were favored by men.

Previous research has shown that men are perceived as better suited for and more effective as leaders than women (e.g., Carroll, 2006; Eagly et al., 1992), and the descriptive leadership of men and women has been viewed as different and characterized by traditional gender roles. More recent findings contradict some of these stereotypes. For example, in line with its predictions, a study examining leadership behavior around the world found that female managers worldwide used more consideration in their leadership. Yet, unexpectedly, women also initiated stances to structure task involvement to a greater extent, which has formally been associated with male stereotypical leadership (van Emmerik et al., 2008). When looking at the differences in results from around the world, however, gender differences in managerial behavior were found to be most predominant in Western societies, where the group Nordic countries was included. Subordinates’ scoring of their manager’s consideration showed the largest gender difference in Nordic countries, with relatively low scores for the Nordic male managers in comparison to female managers. Except for the overall European and Anglo clusters of scoring, the differences between the scores of female and male managers were marginal. The results contradict classic stereotypes regarding male and female managerial behaviors (ibid.).

1.2.2. Leadership-specific ability ratings

Not a lot of data is available pointing to clear and sustained difference in leadership effectiveness between women and men (Landy, & Conte, 2017). When examining self-rating of leadership effectiveness, however, men have been shown to rate themselves significantly higher in this category in comparison to women (Paustian-Underdahl et al., 2014). This was shown in a meta-study with samples from 95 studies looking into perceptions of leadership effectiveness. Their investigation contributed toward clarifying possible gender advantages by focusing on differences in measures of self-rating and other-rating of leadership-effectiveness and across
different leadership contexts. They presumed that gender would play a critical role in self-ratings of performance in work settings due to prescriptive (i.e. how exactly something ought to be) and descriptive gender role expectations based on previous experiences and how sex-roles are generally described. They hypothesized that rating source (i.e. whom was rating) would moderate gender differences in perceptions of leadership effectiveness such that there would be a greater gender differences favoring men seen among self-ratings than among other-ratings.

The results showed that when all leadership contexts were included, women and men did not differ in perceived leadership effectiveness (ibid.). As stated, however, men rated themselves as significantly more effective than women did, and when other-ratings (from peers, subordinates, bosses, judges/trained observers, and/or mixed raters) where examined separately, women were rated as more effective than men. This was true for business and educational organizations, in both mid- and upper level positions. Male managers rated their effectiveness higher than what was entered by the others’ ratings. Female managers were found to rate their effectiveness, in contrast, as consistent with others’ ratings of their effectiveness (ibid.; Vecchio & Anderson, 2009).

This is an interesting and seemingly incongruent finding considering the think manager, think male -stereotype that has been the source of the opposition striving toward equality in the view of female and male leadership, where women in leadership that have been seen to draw the short straw regarding believed capability and effectiveness. The true incongruity, in this case, may occur between prescriptive leadership gender-stereotype and the descriptive view of gendered leadership effectiveness. In other words, if the results of the above meta-study are accurate then one could assume that the perceived effectiveness of female leaders is one when described by those working in closeness to her and another when the possible leadership effectiveness of a female is being considered hypothetically. This suggestion is strengthened by research showing that biases in performance ratings of women are diminished when the raters are instructed to recall specific behaviors before submitting their rating (Bauer & Baltes, 2002).

The theoretical framework for Paustian-Underdahl et al. (2014) was built upon, among others, a study investigating casual attributions, according to which women underestimate their performance because they often attribute their success to external factors to a higher degree than men (Parsons, Meece, Adler, & Kaczala, 1982). Also included as a base for their hypotheses was the fact that men have been shown to have higher self-esteem than women (Kling, Hyde,
Showers, & Buswell, 1999), making self-ratings of effectiveness plausibly different between men and women. The meta-analytic study by Paustian-Underdahl et al. (2014) made it possible to both summarize the large body of 95 studies regarding the rating of perceived leadership effectiveness, as well as consider the influence of possible contextual moderators, rating source being one of them. Results also emphasized that the industry in which a leader is found and to what extent it is male, or female, dominated is an important factor of contextual importance when discussing gender differences in descriptive leadership.

1.2.3. Contextual factors

Many interesting findings have emerged with the start in Gardiner and Tiggemann’s (1999) conclusion that which industry and what the gender domination is in said industry influences the leadership style adopted by female leaders. They found that female managers in male-dominated industries (e.g., automobile, information technology, consulting, timber) were less likely to adopt a style that emphasized interpersonal orientation, matching male managers in male-dominated industries. Interpersonal orientation (as opposed to task orientation) entails a considerate focus with emphasis on interpersonal relationships and consideration. In female-dominated industries, however, women were found to be more interpersonally oriented than men. They also found that the mental strain on women in male-dominated industries was worse if they adopted an interpersonal leadership style, whilst the mental health of men in leadership positions within the same industry was better if they adopted an interpersonal leadership style. Female managers in the same study reported experiencing more pressure from their jobs than men, the highest reports of experienced pressure coming from women in male-dominated industries, due to discrimination. This finding is strengthened by a Swedish study where women were found to experience more psychological distress in traditionally male-dominated workplaces with widespread gender inequality than in more gender-neutral workplaces (Elwér, Harryson, Bolin, & Hammarström, 2013). These findings suggest that both managerial gender and the gender-ratio of an industry affect leadership style, stress, and mental health in connection to leadership.

The topic of gender difference in leadership has been discussed and researched for over four decades and one of the interesting aspects that unfolds is that findings seem to change within that period. In 1986 a meta-analysis conducted by Lord, De Vader, and Alliger demonstrated that, together with intelligence, the traits that were most associated with characteristics of those who
emerged as leaders were masculinity and dominance. Similarly, a study investigating the emergence of leaders through the scope of sex, gender role characteristics, and attraction indicated that group members with masculine (i.e. low expressivity, high instrumentality) gender role characteristics emerged as leaders significantly more than those with feminine or androgynous gender role characteristics (Goktepe & Schneier, 1989). More recent studies, however, have found that when group gender composition and task nature were incorporated as variables there is evidence that high expressivity and high instrumentality is important for leadership emergence (e.g., Gershenoff & Foti, 2003). In this study, some support was found for the emergence of androgynous-intelligent individuals as leaders, whereas the findings of leadership emergence for feminine-intelligent, masculine-intelligent, and mixed-pattern individuals was dependent on the task. In drawing a conclusion from this literature, the introduced concept of gender role orientation (often categorized as instrumentality, expressivity, or androgyny) more than the concept of sociodemographic gender (i.e. self-report of male or female identity), seems to influence who becomes a leader (Ayman, & Korabik, 2010). Because changes seem to have occurred in prescriptive and descriptive leadership between the years of these studies, perspectives on leadership seem malleable and perhaps also moldable.

1.2.4. Systematic differences in male and female leadership

There is cause to believe that there are systematic differences in how male and female leaders are received and perceived by others. Both the differences in mental strain, adaptive leadership style, and perception between male and female leadership can be explained by the concept of lack of fit (1983; Heilman, 2012) – a common theoretical framework in the gendered leadership discussion. Lack of fit provides a framework for the explanation of why and how gender stereotypes can compromise women’s careers and promotions to leading positions. According to the lack of fit model, women are typically ascribed communal-focused, interpersonally oriented traits in comparison to men who are typically attributed agentic and task-oriented traits. These descriptive stereotypes promote negative expectations regarding women’s leadership performance through the emergence of a perceived “lack of fit” between attributes ascribed to women and attributes thought to be necessary for what is seen as a traditionally male role (Heilman, 1983; 2001). In other words, the perceived incongruity (Eagly & Karau, 2002) or lack of fit (Heilman, 1983; 2001; 2012) evokes the impression that women are
not as fit for the leadership role as men. If this is the case, it comes with largely negative consequences for women in career focused sectors (see Eagly & Karau, 2002; Heilman, 2012 for overviews) with possible bias in hiring decisions (Schein, 2001) and wage decisions (e.g., Eagly & Karau, 2002).

Approval of women in middle management and lower-status leadership is increasing (Eagly & Carli, 2007), however, lack of fit perceptions of women still exist for higher-status leadership roles that are associated with prestige and authority (Heilman & Parks-Stamm, 2007). Middle management, in contrast to top management, is described as requiring more interpersonal skills, which is thought to be more congruent with female stereotype (Eagly & Karau, 2002) and therefore seen as a closer fit according to this model. “Lack of fit” is a broad psychological perception, compatible with different situations and contexts. In general, this model theorizes that based on the perceived job requirements, a person’s fit is determined by taking their perceived attributes into the equation of suitability (Heilman, 1983, 2012).

Information about a job’s requirements, positions within organization, or society in general can be received through many different medias and is most often viewed through a combination of multiple sources. A position within an organization can be perceived as male-typed – be it through perceived gender-specific work responsibilities (Gaucher et al., 2011), the wording of the job description (Askehave & Zethsen, 2014; Bem & Bem, 1973; Gaucher et al., 2011; Horvath, & Sczesny, 2016), the proportion of men in that occupation (e.g., Cejka & Eagly, 1999), or previous knowledge about the function and level of the position within the organization – and perceived by women as a lack of fit (Heilman, 2012). This raises the question of how job advertisements can be changed to minimize the effect of lack of fit for women in relation to leadership positions within highly male-dominated areas, like technical departments, for example. Of interest is also whether the perceived environment and lack of fit is influenced by the presence of other women in otherwise male-dominated departments.

1.2.4.1. Gender-stereotype attribution

Gender bias attribution of leadership abilities is an area where gender stereotypes have been shown to manifest themselves (Heilman, 2001). Shortly after women first started competing for management or leader positions within non-female-dominated occupations, sex-role stereotype surrounding leadership qualities was already receiving attention within applied psychology (e.g., Schein, 1973; Schein, 1975). Schein (1973) examined the social image of a successful middle
manager, finding that in the comparison with the image of a “typical man” and a “typical woman”, the social image correlation was higher with that of a man than a woman. Eagly and her colleagues have during the past decades conducted numerous studies on the topic of gender differences in descriptive leadership. Many years after Schein performed the study on middle managers, her study, together with two other studies investigating other gendered leadership concepts (paradigms), were included in a conclusive meta-analysis (Koenig et al., 2011). In this study, the extent to which leader stereotypes are culturally masculine was examined by looking at three different paradigms: think manager-think male paradigm introduced by Schein (1973), comparing the likeness of male and leader stereotypes and the likeness of female and leader stereotypes; agency-communication paradigm (Powell, & Butterfield, 1979), comparing stereotypes of leaders’ agency (traditionally associated with masculinity) and communication (traditionally associated with femininity); and masculinity-femininity paradigm (Shinar, 1975), representing leadership-related occupations’ stereotypes on a single masculinity-femininity dimension. They found that leadership stereotypes were indeed masculine, with all paradigms demonstrating overall masculinity of leadership stereotypes. Subgroup and meta-regression (where covariates are at the level of the study, and the dependent variable is the effect size in the studies rather than subject scores) analysis, however, indicated that the understanding of leadership as masculine has decreased over time and was greater for male than female research participants. The same study also showed that the leadership stereotype varied amongst different occupations and was less masculine in moderate- than in high-status leader roles. This means that where women are more predominant, as in educational organizations, yet also in moderate-status leadership roles, the stereotype is less masculine and more androgynous (scale midpoint). There has been a shift in the leadership stereotype toward the inclusion of female leadership throughout these years, just as female leadership has spread and become gradually more recognized (Koenig et al., 2011). This is an important connection to make because it implicates that the stereotype is changeable, and that change can be caused by exposure effect, or in other ways influenced by the increase of specific leaders within an area.

Present stereotypical expectations seem to influence the general judgements of male and female leadership, and over-generalized views on differences in male and female leadership seem to depend mostly on stereotypical expectations and bias from the surrounding environment, not documented differences (see e.g. Sczesny et al., 2004). Often comprised of an intercultural
view of a female-specific leadership competence, stereotypes according to which women possess a higher person orientation than men have been found in many different variations in research spread out over many years (ibid.). Studies of gender stereotyping regarding leadership roles give evidence for both descriptive and perspective biases associated with gender in the evaluation of leadership (Johnson, Murphy, Zewdie, & Reichard, 2008). Sensitivity is found to be more strongly associated with female leadership, while masculinity, strength and tyranny are more strongly associated with male leadership (ibid.). Additionally, female individuals expect leaders to be more sensitive than male individuals, who expect leaders to be stronger, and more tyrannical. More recent studies have also demonstrated that masculine characteristics are rated as more important in leadership than feminine characteristics and are more often assigned to male managers than to female managers (Cuadrado et al., 2015).

Haines, Deaux, and Lofaro (2016) compared gender stereotypes from data collected in the early 1980s with new data that was collected in 2014. They found that the answer to their questions “Have gender stereotypes changed over this time period to reflect the new realities?” and “to what extent does gender stereotyping exist today?” is that people seem to perceive a strong difference between women and men over some stereotype components (items from the Deaux & Lewis, 1983; male- and female-linked traits) today, as in the past. The comparison showed stability over time for gender stereotype components with exception for female gender roles, which showed a significant increase in gender stereotyping (Haines et al., 2016). The authors claim that the seemingly very deeply imbedded stereotypes cause a need for those in a position of evaluation of women and men to be constantly aware of gender stereotypes’ possible influence on their judgments.

1.2.4.2. Role assessment

The dual interaction between perceived expectations held both by oneself and others, and one’s behaviors, create the perception of one’s role. Likewise, social role theory (SRT; Eagly, 1987; Eagly, Wood, & Diekman, 2000; Eagly & Wood, 2012) provides a theoretical framework for the argumentation that individuals develop gender role expectations based on the observations of social role distribution. An example of this is the emergence of sex-based division of labor in which women historically have been homemakers and men breadwinners (Eagly, 1987; Eagly & Wood, 2012). The theory indicates that changes in gender-based stereotypes would follow from changes that occur in the social role distribution (Eagly, 1987;
Eagly et al., 2000; Eagly & Wood, 2012). Koenig and Eagly (2014) provided evidence for a causal link between changing occupational roles and conditioned trait characteristics, supporting the assumption that stereotypes are consolidated around roles believed to be occupied by men and women respectively. According to SRT, gender roles affect everyone, in all different parts of life. The theory could therefore explain why gender plays a critical role in self-rating of performance in work settings (Paustian-Underdahl et al., 2014). As was found in the meta-study by Paustian-Underdahl et al., men see themselves as more suited for and effective in leadership roles than women. In light of this, there could be a gender difference in perceived ability and suitability also when considering positions in job advertisements.

Through the above mentioned meta-study, the effects of moderators concerning different environment-, position-, and rating-types on gender differences in leadership were examined. Their aim was in part to clarify how role incongruity may vary depending on contextual aspect. Contextual moderators are discussed by Eagly and Karau (2002) as they present role congruity theory of prejudice toward female leaders (RCT). This is a theory that implies systematical differences in the perception of male and female leaders and was developed in part from SRT. It argues that individuals develop descriptive and prescriptive gender role expectations of others’ behavior based on evolutionary sex-based divisions of labor (Eagly, 1987; Eagly & Wood, 2012). Descriptive bias results from the lack of fit between the image of the feminine role and the leadership role, creating a conclusion in which a woman does not possess the necessary characteristics for leadership. Prescriptive bias is the experienced dissonance in a situation when someone violates sex-role expectations, for instance when a woman adopts a masculine leadership style. Based on social roles, women are typically described and expected to be more communal, interpersonally oriented, and nurturing than men, whereas men are thought and expected to be more authoritative, assertive, and independent than women (Paustian-Underdahl et al., 2014). These agentic characteristics associated with men are consistent with traditional stereotypes of leaders (Schein 1973, 2007). RCT builds upon SRT by drawing the conclusion proposing that people believe characteristics of leaders and women are dissimilar and the characteristics of leaders and men are similar (Eagly & Aarau, 2002). According to the theory, highly male-dominated organizations represent a challenge for women in leadership because of the incompatibility of their demands with people’s preconceptions of women. The incompatibility not only restricts women’s access to such organizations but can also compromise
perceptions of women’s leadership effectiveness. Where leadership roles are seen as particularly masculine, people may even resist female authority (Eagly & Karau, 2002; Heilman, 2001). This explains the need to target especially highly male-dominated areas of occupation with instances aimed to promote gender equality.

The meta-study by Paustian-Underdahl et al. (2014) aimed to extend on RCT by demonstrating how it could be supplemented through other research findings with focus points on rating sources, percentage of male raters, a study’s settings, hierarchical levels, stereotypes changing over time, and type of organization. Their research also demonstrates how, depending on the context, the theory can be applied to both female and male leaders, not only to female leaders. Other authors have also seen a need to add to RCT, as it does not seem to explain the variation in results regarding sex-role stereotypes. By conducting three different studies on the topic of effects of stereotypes, Johnson et al. (2008) conducted in-depth tests of RCT, concluding that both descriptive and prescriptive biases could be associated with gender in the evaluations of leaders. They also concluded that feminine individuals expected leaders to be more sensitive than more masculine individuals, who in turn expected leaders to be more masculine, strong, and tyrannical than feminine individuals did. Sensitive leadership was more strongly associated with female leadership, and strength and tyranny were more strongly associated with male leadership. Lastly, for women in leadership to be perceived as effective, both strength and sensitivity had to be associated with their leadership, whereas male leaders were considered effective when only demonstrating strength.

When testing different aspects of RCT, Johnson et al. (2008) revealed a contrast to the expectations of the theory, which suggests that female leaders that are perceived as strong would be judged negatively, together with male leaders that are perceived as sensitive (Eagly & Karau, 2002). Their findings showed a positive main effect for both strength and sensitivity on likability and effectiveness ratings, although the effect of leader sensitivity on effectiveness did not extend significantly to male leaders. In a conjunction between two of the studies conducted, their results indicated that it is seen as acceptable for male and female leaders to adopt positive behaviors (e.g., sensitivity and strength), albeit gender-inconsistent, if they do not fail to also exhibit gender-consistent behavior. This gives testimony of a sustained gender stereotype in the perception of leadership, even though it is alright for a female leader to be strong, just as long as she is also sensitive. Further, in the third study conducted by Johnson et al. (2008) they found
that sex-type (femininity contra masculinity) impacted individuals evaluations of gender consistent behavior. Feminine individuals’ perception of their female leaders’ effectiveness was impacted by the leaders exhibited sensitivity, whereas masculine individuals did not view sensitivity as something related to their leaders’ effectiveness. Conclusively, neither feminine nor masculine individuals rated sensitivity as being of importance for their leaders’ effectiveness when that leader was a man.

1.2.4.3. Same-sex role models and motivation to lead

According to SRT, gender role beliefs are produced by our observations of men and women’s typical roles. The comparison of oneself and a role model is especially common. That is why it is theorized that role models – and same-sex role models (SSRM; e.g., Elprana, Felfe, Stiehl, & Gatzka, 2015) – are of great influence on one’s self-perception. SSRM has been shown to especially influence career options desirability (Lockwood & Kunda, 1997; Wiese & Freund, 2011). Because of women’s underrepresentation in top management positions and technical occupations women have fewer SSRM within these areas than men, which further increases role incongruity. SSRM theorizes that merely encountering someone of the same sex in a specific role increases one’s ability to see that role as a potential future role for oneself (Buunk & van der Laan, 2002). Although, research on the effect of SSRM on women within male dominated organizations is very slim. In a study aiming to further understand women’s underrepresentation in leadership positions, SSRM was shown to be associated with women’s affective Motivation to Lead (a-MtL; Elprana et al., 2015), which is generally lower for women than men (ibid.). The concept of a-MtL is the affective component of Motivation to Lead (MtL) which was introduced by Chan and Drasgow in 2001 and refers to the specific motivation to assume leadership responsibilities. The affective component refers to the motivation which is caused by positive emotions associated with leadership. Recent findings have shown a-MtL to be a good predictor of leadership emergence (Felfe, Elprana, Gatzka, & Stiehl, 2012; Hong, Catano, & Liao, 2011).

1.2.5. Summary

Within research on gender differences in leadership there seem to be some tendencies toward a more interpersonal and democratic type descriptive and prescriptive leadership style predominantly for females and a more task-oriented type leadership for males. Although, these tendencies are partly or fully contradicted, often by newer research, and sometimes uncertain due
to seemingly bias factors. The research on self-esteem, self-ratings and other-ratings respectively seem to capture a gender difference where men have higher self-esteem and tend to give higher self-ratings for leadership-specific abilities than women. Predominantly in the literature, however, is the impression that differences can be assigned to contextual factors and gender role orientation to a greater degree than gender identification. Additionally, there seems to be bias towards female leaders, explained fully or partly by lack of fit (Heilman, 1983; 2012) and role incongruity theory of prejudice toward female leaders (Eagly & Karau, 2002). There is also cause to believe that women’s affective motivation to lead is lessened by the lack of same-sex role models within male-dominated occupations (Elprana et al., 2015).

1.3. Diversity propositions

Why should something be done about the uneven distribution of leadership positions? When adopting a starting point in the theoretical framework presented, it is clear that a more even distribution of leadership positions upon men and women could lead to lessened stress and mental strain for women in the working community and currently male-dominated industries (e.g., (Elwér et al., 2013; Gardiner & Tiggemann, 1999). If creating balance in the gender distribution of leadership positions within organizational- and other management can lessen perceived lack of fit and heighten motivation to lead for women, then we would probably be looking at more advanced leadership in the future. Because, if there were fewer causes holding great potential leaders back from attaining leadership positions – for both men and women – the result would most likely amount to finding more suited leaders. This can be concluded from the theoretical works that have previously been discussed, however, there has also been research conducted on the topic of the positive effect of gender diversity and female leadership in organizations. This is discussed below.

1.3.1. Positive effect of gender diversity in organizations

Based on research of gender diversity in organizations and organizational leadership, there are positive effects of diversity. When looking into the relationship between organizations’ ability to combine knowledge, meaning “the capability of individuals to absorb and integrate exchanged information in the organization” (Carmeli & Azeroual, 2009, p. 87), and organizations’ innovative performance, a positive moderator effect of diversity has been found
(Ruiz-Jiménez, Fuentes-Fuentes, & Ruiz-Arroyo, 2016). The theoretical implications of their study contribute to strengthening the positive role of women’s participation in top management and influence on strategic decision-making and organizational results that are positively correlated with the ability to combine knowledge (ibid.). Although their study does not examine organizational performance directly, the study joins the line of research that concludes a positive effect of gender diversity within organizations (e.g., Ali, Lu, & Kulik, 2014; Conyon & He, 2017; Dezso & Gaddis, 2012; Joecks, Pull, & Vetter, 2013; Krishnan & Park, 2005; Ruiz-Jiménez et al., 2016; Smith, Smith, & Verner, 2006; Torchia, Calabrò, & Huse, 2011; Østergaard, Timmermans, & Kristinsson, 2011). In the study carried out by Smith et al. (2006), the results showed that the proportion of women in top managerial positions within 2,500 Danish firms had a positive relationship with firm performance. Numerous characteristics (such as, education, education of spouse, and age) were controlled for together with direction and causality which enabled the conclusion that firm performance was strongly dependent on qualifications of female top managers.

A diverse board can assimilate a wider range of information to make more informed decisions (Hillman et al. 2000; van der Walt & Ingley, 2003), as seems to be the case with gender diversity in concerning the environmental decisions (Li, Zhao, Chen, Jiang, Liu, & Shi, 2016). Although the link between board gender composition to corporate environmental performance has been difficult to understand, it has been provided evidence through testing of sustainability-themed alliances as a mediator (Post, Rahman, & McQuillen, 2015). A higher proportion of women on a firm’s board of representatives raises the likelihood of a firm’s sustainability-themed alliances (ibid.). The research found on the topic of diversity focuses mainly on top management positions and the positive effect of gender diversity in mainly male-dominated organizations. It is harder to find data regarding the effect of gender diversity in overall leadership within organizations, or the effect of male representation in mainly female-dominated areas of occupation. The nature of the results, however, indicate the ability of finding the same tendencies within lower-managerial positions and in female-dominated areas as well. The most important argument for diminishing the imbalance, however, is that no one should feel impaired or devalued, imposing lesser opportunity, because of their gender.

Positive aspects of female leadership have been discussed by Eagly and her colleagues, going as far as to say that women might have a leadership advantage, in their insinuation. A
possible positive aspect of female leadership has accumulated through data linking general transformational and transactional leadership styles with effectiveness (Eagly, Johannesen-Schmidt, & van Engen, 2003; Eagly & Karau, 2002). Transformational leadership entails the communication of values, purpose, and importance of the organization’s mission by the leader, and furthermore, that the leader is also attributed and demonstrative of qualities that motivate respect and pride (Multifactor Leadership Questionnaire, MLQ–X5). The transformational leader motivates, stimulates through new perspectives for solving problems, and is considerate – focusing on development and mentoring in accordance with individual needs. They argue that women should have an increasing leadership advantage over men in the 21st century due to the egalitarian, inclusive, and participative natured leadership style which is becoming more popular. The differences found between male and female leadership style in the meta-study (Eagly et al., 2003) were however small, and unsurprisingly sparked a discussion (Landy & Conte, 2017).

Eagly and Carli (2003a,b) and Vecchio (2002, 2003) discussed gender differences and the possibility of a female leadership advantage from somewhat opposing viewpoints. The main point for both camps, however, seem to be that over-simplistic conclusions about gender differences in leadership were being made at the time (Paustian-Underdahl et al., 2014). Instead of discussing perceived gender differences and claims of gender advantages, they highlighted the importance of studying when and why there may be gender differences in perceived leadership effectiveness (Eagly & Carli, 2003a, 2003b; Vecchio, 2002, 2003). By discussing the importance of examining the context in which the leadership exists, Vecchio (2002) made a stance against the methodology used in a large portion of studies investigating differences in the perception of male and female leadership. Eagly and Carli (2003a, 2003b), on the other hand, highlighted that part of the context of female leaders entails a disadvantage from prejudicial evaluations of their competence as leaders, especially in male-dominated organizational contexts.

Most important is perhaps a point that seems to resonate throughout the majority of gendered leadership research, namely that the leadership context is of great importance. Regardless of possible advantages with female or male leadership, the organizational environment in which the leadership takes place has been changing since women started competing with men for leadership positions and is continuously changing. This should be kept in mind when considering disadvantage, advantage, stereotypes and gender differences in leadership. What then happens if the context changes?
As theorized through *social role theory* and *same-sex role models*, if the number of women in leading positions (high-status, medium-status, and low-status) was equal to the number of men in the same positions, the leadership stereotype would change to include the female and male stereotype equally. Additionally, the motivation to lead would increase for women through the positive effect of seeing women in leading positions. A question will remain: if possible advantages for women and men are mediated by context and dependent on the relationship between a leader’s gender and the organizational gender majority, what will leadership gender stereotypes and possible advantages look like when leadership distribution is even between genders? In the current study, gender stereotypes of perceptive leadership is the datum of an attempt to investigate what parameters can be used to make women more inclined to apply for highly technical leadership positions within an organization. If gendered leadership stereotypes are only a result of perceived gender-linked behaviors mediated by context, then as the context evolves and changes through the diminish of the gender imbalance, so will the stereotypes. The ultimate extension of this study could therefore be seen as diminishing the very stereotypes used in the study’s manipulation by attracting more women.

### 1.4. Course of action

In this study, the question of what can be done about the uneven gender distribution of leadership positions within the context of a global industrial company is examined. To comply with guidelines for the mention of the company in academic work, the company is referred to as “the company” in the text. With considerable manufacturing and staff in Sweden, the company’s map over their gender distribution in leadership indicates that about 28% of the employees holding “leading positions” within the company at this time are women. This is too low according to their gender diversity goals. The lowest proportions of women in leadership are found in their most technical departments – in closest connection to their product – as opposed to their Legal and Human Resources departments where the balance among male and female is in line with their gender diversity goal. The proportion of women to men that apply for the leading positions within one of the most technical departments, stated by sources from the company’s recruitment department, is, however, somewhere between 30/70 and 20/80. Numbers which roughly correspond to the balance of male and female leaders within these departments – the actual proportion being somewhere in the middle of these two proportions. Statistically, this
would indicate that the recruitment process is, until proven otherwise, unfaulty in the sense that it does not seem to be generally discriminative toward women. This spikes the interest for the question of why there are much fewer female applicants and for how the number of female candidates applying for the leadership positions could be increased.

As theorized, if there is a perceived lack of fit or incongruence between one’s perception of a leadership position role, or if there is a lack of belief in one’s own effectiveness or ability as a woman, chances are they will not submit their application. Additionally, according to SSRM one’s believed self-efficacy in a leadership role and one’s motivation to lead will be lessened when there are few women in leadership within the departments.

Job advertisements have the purpose of identifying an unfilled position, defining a need, painting a picture of the person in demand, and addressing requirements of the person who is to fill the position. When reading a job advertisement, you are therefore confronted with self-image, believed ability, self-esteem, desires and goals. Job advertisement wording is relatively unexplored even though it has been shown to affect the characteristics of the applicant pool. The literature on recruitment seems to demonstrate that women can experience perceived lack of fit in connection with job advertisement descriptions, which imply that it might be possible to lessen the perceived lack of fit by changing the advertisement configuration.

1.4.1. Job advertisement configuration

Advertisement wording is one of the institutional-level factors within organizations that can facilitate gender inequality (Gaucher et al., 2011; Pratto, & Espinoza, 2001; Pratto, Sidanius, & Levin, 2006). Institutional-level gender inequality is manifested in the social structure itself (e.g., public policy) within organizations (Gaucher et al., 2011), and the contributors to the inequality are often so deeply embedded within the social structure that they are overlooked (Deutsch, 2006). The current study could contribute new information to the topic of advertisement wording, which remains under-researched.

In a study conducted by Horvath and Sczesny (2016), the effects of different linguistic forms used in German-language job advertisements were tested. The material described either a high- or low-status leadership position in fictitious job advertisements portraying either a man (e.g., German masculine form of CEO), a woman (e.g., German feminine form of CEO), or using both the masculine and feminine form. Evidence for perceived lack of fit due to job
advertisement wording was found, entailing that there was higher perceived lack of fit for female applicants and the high-status position when the masculine form was used and when the masculine form was used together with “(m/f)”. When both word pairs (masculine and feminine) were used in the job advertisements, however, female and male applicants were perceived as similarly fitting for the low-status position. The results therefore indicate that female and male applicants were deemed similarly suitable for the lower-status position. Based on the results, however, there seems to still be tension and perceived lack of fit between women and high-status organizational leadership positions. Although one can question to what extent real job advertisements portray masculinity and femininity in countries without masculine and feminine linguistic forms, there is evidence indicating that it is extensive. A Danish study, considering the language of 39 job advertisements for top executive positions in Denmark from a discourse analytical perspective, found that all 39 advertisements (collected over one year) are gender-biased (Askehave & Zethsen, 2014). Most of the traits described are commonly associated with traditional or stereotypical masculinity. Additionally, the semantic field analysis of the advertisement wording was confirmed through respondents ascribing a masculine tone to the majority of the job advertisements.

Gaucher et al. (2011) concluded in their study that subtle differences in wording can affect the perception of belonging or not in job advertisements. Gendered wording may emerge as an underlying mechanism for keeping the status quo in largely male-dominated occupations, keeping women out (ibid.). Just as variations in language influences its interpretation in all areas of use, so is the case with masculine and feminine wording, according to the authors. Previous studies on the topic of job advertisement wording have also found that there often are subtle but noticeable and systematic wording differences within job advertisements, and that the advertisements in male-dominated areas have more masculine wording than advertisements in female-dominated areas (ibid.). In their study, Gaucher et al. found that advertisements with more masculine wording (i.e., leader, competitive, ambition, dominant, strong) was less appealing to women in comparison to advertisements with a higher presence of feminine wording (i.e., support, understand, hope, interpersonal, community).

Differences in wording of job advertisements affect the reader. The question which is intended to be answered through this study is, however, how real leadership-position job advertisements within a highly technical department could be configured to appeal more to...
women, and what factors could be changed to fulfill this? Using feminine wording seems to be an alternative if the company wanted more female applicants and fewer male applicants. In this case—and most cases of recruitment—that is not the case.

1.4.2. Factors of interest

Based on the present research, two factors have been chosen for the manipulation of job advertisements in order to further investigate possible gender difference in their appeal. The first factor is based on the finding that women prefer and show a more democratic type leadership style than men and are associated with interpersonal leadership to an extent that men are not (Eagly & Johnson, 1990; Johnson et al., 2008). Men have been associated with a more autocratic leadership style than women and could be viewed as wanting greater influence over decision-making in their job. Female managers are also more likely than male managers to describe the ideal leader as charismatic, team-oriented, and participative, regardless of national culture (Paris, Howell, Dorfman, & Hanges, 2009), something that is related more to a democratic leadership style than an autocratic leadership style. The code of conduct within the corporation in focus for this study is ruled by a democratic leadership style, and that is why substantiating democratic leadership in their job advertisements—in the case that this appeals more to women—would not be violating their credibility.

The second factor of interest is the expressed requirement of readiness for a leadership position, which became of interest in conjunction with four pre-study interviews with employees holding leading positions (i.e. managers) within the company. During these pre-study interviews, one topic was brought up by all interviewees: their development into the leader they are today through insights and experiences along the way. None of them stated to have been the same leader now as when they first acquired the position, but all stated that it took time to figure out how to be in that role. Realistically and thankfully, there is, and should always be, room to grow into the leader one wants to be.

In the light of the theoretical framework for this study it is likely that men take required leadership readiness in job advertisements more lightly than women do. The plausible reason for this being a systematic believed congruency between males and leadership positions, the believed effectiveness and ability of men, together with the higher self-esteem showed by men in comparison to women. The interviewed managers had all developed in their roles as managers,
although perhaps there had been a gender difference in their deeming it acceptable at the time of them reading the job advertisement. If the bar was set lower in job advertisements, and instead of piling on requirements there was a focus on development opportunity or potential, perhaps women would experience a smaller disparity between their own competency and the job requirements. This could help achieve an equalization of the likelihood of applying for leadership positions between men and women.

1.4.3. Study uniqueness

Job advertisement wording and even gendered wording in advertisements has been investigated before. There are, however, unique elements to this study which could add to the over-all knowledge of job advertisements configuration’s effect on its appeal to men and women. There are similarities between the current study and the one by Gaucher et al. (2011), which investigated the use of masculine and feminine wording in job advertisements. Their study is one of only a few that have created and tested manipulated job advertisements to empirically test differences in advertisements apprehension and appeal. In contrast to the focus of the current study, however, their focus did not lie in recruitment of managerial positions, and their sample was not comprised of company employees, but of university students. The advertisements used in the study by Gaucher et al. (designed to describe a position within the following professions: engineer, plumber, retail sales manager, real estate agent, nurse, and administrative assistant) were all constructed through three lists of bullet points with the categories: Company description, Qualifications, and Responsibilities. This way of constructing the advertisements grants control over the manipulation in the study. Although, it arguably lessens the ecological validity of the job advertisements. In the current study, manipulated job advertisements are based off of the company’s own internal and external job advertisements. The study will not investigate the use of masculine and feminine words specifically but the factors of interest as possible enhancers of appeal for especially female applicants. This could be seen as a strength in comparison to investigating gendered wording because of the increased deriving ability. If there are gender stereotypes affecting the appeal of the factors used in the study for women and men then they can be derived and put under the microscope, whilst words or wording is connected to a multitude of different junctions, and in themselves probably not changeable. Masculine and feminine words are not simply automatically perceived as such. There is a cause for the
attribution. Without simultaneously looking at the cause it is hard to know what can be done to change the stereotype. Additionally, reliance on the gendered word coding is arguably questionable in some instances, for example in that of the current investigation, because of the focus on the imbalance in leadership positions. According to the masculine and feminine word list used by e.g. Gaucher et al. (2011) “lead*” is categorized as masculine words. This is problematic when investigating gender differences in appeal of leadership positions, and arguably closes doors on possible courses of action against the gender gap in leadership if still wanting to stay true to what a leadership position within a company entails. Staying true to what leadership entails is something which cannot, should not, and does not have to be adjusted for the sake of the appeal to women, which is the impression one gets when “lead*” is categorized as masculine. The words “lead” or “leader” is difficult to compromise in a job advertisement for a leadership position. Despite this, some of the masculine and feminine categorized words used by Gaucher et al. (2011) are nevertheless enclosed within the factor manipulation of the current study confirming that there are stereotypes connected to these factors, and that “masculine” and “feminine” words have roots which could be more informative and useful in addressing the problem of leadership stereotype than merely the “feminine/masculine” label. Having a point of departure in feminine and masculine wording, without considering the stereotypes causing the word attribution becomes increasingly difficult when the ultimate goal is to change that stereotype.

A highly technical department is of interest for the current study, and a context that is previously relatively unexplored. The study setting is important to regard when addressing the problem of a low proportion of females to men within an otherwise male dominated corporation like the one in focus. The company within which the current study is conducted is, in 2018, one of Sweden’s most popular employers. This makes any leading positions within the company a great merit, although, presumably some more than others. The company’s highly technical and mechanical product has earned its renown all over the world. In contrast, the company is not particularly known for being a top law firm or a supreme court. And while the company’s legal department is where the percentage of women in leading positions is the highest, its most technical departments is where the percentage of women in leading positions is lowest. This depicts a divide in the status of the held leadership positions within the company, which is one reason why the focus point of the drive toward equality should arguably be directed toward the
most technical departments in the case of this company. That is where the greatest potential for making a difference for the female leadership within the company lies.

1.5. Aim

With a starting point in the possibility of job advertisement configuration affecting appreciated appeal, the primary focus of this study was to address the question of gender differences regarding this possible effect. Based on previous research and theories the two independent variables, leadership style and readiness, were chosen to be manipulated in four different company job advertisements. With the company’s gender diversity leadership goal in mind, the explicit question was whether job advertisements can be configured through these factors in a way that appeals to especially female applicants. Whether or not there is an overall effect of same-sex role models on the participants’ willingness and likeliness to apply for a leading position is also a question of focus in this investigation.

1.6. Research questions

1.6.1. Hypothesis 1: Leadership style hypothesis

Based upon research on gendered stereotype in leadership, it is hypothesized that there is a gender difference in the perceived appeal of job advertisements depending on if they emphasize wanting someone with a democratic leadership style or autocratic leadership style. In the case of this study, women, in comparison to men, are hypothesized to find job advertisements more appealing if they emphasize seeking someone with a democratic leadership style. The null-hypothesis is that there is no difference in appeal of job advertisements emphasizing seeking someone with a democratic type leadership style between women and men.

1.6.2. Hypothesis 2: Readiness hypothesis

The one overall impression received from the four interviewees was that the leadership role was advancing, challenging, and developing. Men generally have higher self-esteem and rate themselves more positively than women which could moderate the perception of requirements in job advertisements. Considering also the possibility of perceived lack of fit
between women and leadership in a technical field, the level of readiness (i.e. *ready leader* versus *potential leader*) emphasized in the job advertisements is hypothesized to affect the appeal of the advertisement differently depending on gender. Hypothesis 2 dictates that women, more than men, will find the emphasis of requiring a potential leader expressed in job advertisements more appealing than the requirement of being a ready leader. The null-hypothesis entails that there is no difference in appeal of the requiring of a potential leader condition between men and women.

### 1.6.3 Same-sex role model hypothesis

In accordance with same-sex role model theory, women and men with a same-sex manager and manager’s manager should be more inclined to seek a leadership position than employees with managers of the opposite sex. Employees with either a same-sex manager or manager’s manager are therefore hypothesized to be more inclined to seek a leadership position than employees without same-sex role models in managerial leadership positions.

## 2. Method

### 2.1 Participants

A global industrial company was contacted, the dialog and collaboration with which ultimately resulted in the current study. A total number of 158 of the company’s employees, 79 male, 77 female, and two whom did not specify their gender, were included in the final analysis. The sample was comprised of those who chose to participate in an online survey that was sent out to 504 employees working in one of the most technical and product influential departments within the company in Sweden. The chosen department oversees the development of the product and the “heart” of research and development within the company. The participants were initially contacted via an email containing a brief explanation of the investigation in which they could take part together with links to start one’s participation. The participants’ work email addresses were acquired through the company register, to which access was granted by the company. The email invitation was sent out to 252 male and 252 female employees who were in the *Job Library Grade G*, meaning that they were in the grade directly below the grade of the company’s working definition of “leading position”. Eleven (11) persons in Job Library Grade G were
excluded from that group from which the participants were chosen, due to them having a “manager flag”, meaning that they most likely were managers (in a leading position) already. Because the ratio of women to men in this department is low, all women within this grade were sent an invitation, whereas, for the male participants, 252 randomized men were sent the invitation. The participants were randomly assigned one of the four surveys (see Material below). No compensation was given to the participants for their participation.

The average age for the participants was 45 years (SD=8.05 and 9.01 respectively) for both women and men. Out of the 158 participants, two did not state their gender; 12 did not sufficiently rate their appeal of the first, second, third, or fourth job advertisement; four participants did not enter what the chance of them seeking a leadership position within the near future was; and three did not state the gender of their manager or manager’s manager, making the sample for the main hypotheses analyses comprised of 146 participants. The analysis for the hypothesis regarding same-sex role models therefore included a sample of 155 participants. The sample enables an illustration of an internal recruitment for a leading position within the company, in contrast to the type of sample that has been used previously in research.

2.2. Material

The measurement used was a survey containing job advertisements to be rated and some additional questions including general demographic information. The job advertisements portray “leadership positions” within the company, meaning positions that are above a certain paygrade. This working definition does have its limits since not only the classic definition of “leader” is encompassed by this term. For example, some technical experts are also in the same paygrade as managers (technical expert therefore being one of the position advertisements used). The justification for this, however, is the great amount of influence and responsibility that these employees have, therefore being viewed as leading the company forward. Additionally, technical experts often have a coordinator-like role, as a “spider in the web”, which could also be viewed as leading others.

2.2.1. Job advertisements

The company did not have a general model that was used for job advertisement configuration, although their job advertisements are typically written in English because of the
company’s global profile. A general perception of how the company advertisements are usually configured was obtained by reading both internal and external advertisements and investigating their content and disposition. By paying attention to the spread of possible wording and focus points in the available advertisements, a span of possible phrasing became clear. This enabled the configuration of the created advertisements to be in accordance with what would normally be found in the company’s job advertisements yet manipulated to portray the different conditions. Four different job advertisements depicting leading positions within the company were chosen to be the basis of the material instead of only one to minimize the risk of the advertised position affecting the results. The positions had the titles: Technical Expert, Team Leader, Director, and Group Manager.

When creating the material, standardized models of the job advertisements were primarily prepared. The material was kept in English for a likely portrayal of the company job advertisements. The preparation entailed correcting language as seen fit, removing the position titles, and adjusting criteria that were believed not to be filled by all participants. Standard department information and application contact information was blotched out in the advertisements albeit not fully removed to ensure a natural disposition and look of the advertisements. Specific department names or area specific specialty names were not shown and substituted with brackets containing a general explanation of the missing name, e.g. [a department]. This was done to minimize the possible effect of the participants prior knowledge of the positions advertised. Once a standardized model of the four different advertisements were established, they were each manipulated by changing words associated with either independent variable 1 (leadership style) or independent variable 2 (readiness). Words associated with independent variable 1 were changed to express democratic leadership on one level, and autocratic leadership on the other level (e.g. coach/lead, together with/in proximity to, helping/supervising, inclusive mind-set/influential mind-set, etc.). Words associated with independent variable 2 were changed to express either seeking someone with potential to fill the role, or for seeking someone who is ready for the role from day one (e.g. discover strengths/use strengths, you are an individual with great potential to.../you are a highly skilled individual who can..., support/ensure, etc.). The manipulated material was then created by making job advertisements with all possible combinations of these conditions (an example of this is included as Appendix B). Each advertisement contained one level of independent variable 1 and one of
independent variable 2 (i.e. IV 1, level 1 + IV 2, level 1; IV 1, level 1 + IV 2, level 2; IV 1, level 2 + IV 2, level 1; and IV 1, level 2 + IV 2, level 2). This resulted in four different advertisements of each position, 16 in total (see Appendix B1-B4 for examples of one of the four advertisement positions). This arrangement was chosen to increase the amount of manipulation in each advertisement and to avoid the otherwise not-manipulated text affecting the participants’ impression, thereby increasing control within the material.

The manipulation, in the form of the condition specific words, varied from 4 to 8 percent (%) of the total ad, and 8 to 15 percent (%) of the part of the advertisements that were changed (i.e., not including the standard explanation of the company and department). Within each job advertisement, variance of the amount of manipulation was held as evenly as possible. The configuration process was overseen by a member of the recruitment department staff, reviewed by three members of staff at the company’s HR-department, and guided by a mentor at Uppsala University department of psychology. All ensured the material’s believability as company job advertisements, sustaining the ecological validity of the material.

The 16 advertisements were distributed over four different surveys so that every survey contained one of each position and one of each condition combination in a Latin square type formation. Each participant took one survey, thereby reading four advertisements. The order in which the positions were presented in was kept constant, while the condition combinations varied depending on the survey.

2.2.2. Survey

The survey was created through Lime Survey Professional version 3.7.2 (Lime Survey Professional, 2018), and was comprised of the following: five general demographic questions, the rating of four job advertisements appeal, three questions checking the manipulation about one randomized advertisement out of the four they just read, and five additional questions regarding the participants work-life and view on job advertisements. This made the survey seventeen questions long in total.

The general demographic questions included asking for the participants gender, age, level of education, time working at the company, and total time as an active part of the working community. The job advertisements’ appeal was rated through a numerical slider ranging from 0 to 100 (the preset value on the sliders was 1) after reading each advertisement. The appeal rating
scale was described in the following way: “Zero percent (%) appeal indicates that the ad is extremely unappealing, making the position the last one you would apply for if available. While, 100 percent (%) appeal indicates that the ad is extremely appealing, making the position one you would definitely apply for if available”. Out of the four advertisements the participants just read, a randomly chosen advertisement was shown again and the participants were asked questions in order to evaluate the manipulation of the advertisement, one question for each independent variable. They were instructed to rate what type of leadership was requested in the advertisement by how democratic it was on a scale from 0% to 100%, where it was stated that democratic = 100% and autocratic = 0%. They were then instructed to rate the perceived requirement of leadership readiness in the advertisement by the extent to which someone that is ready for the role from day one. This was also rated on a scale from 0% to 100%, where it was stated that “a person with potential to grow into the leading position” = 0% and “a person ready to take on the job from day one” = 100%. The participants answered these questions via numerical input. Additional questions asked in the survey were:

“How likely is it that you would apply for a leading position in the coming year(s)?”
“Approximately how large a portion of the requirements in a job ad do you feel the need to fill in order to apply for a position?”
“Approximately how much does the job ad influence the likeliness of you applying for a position compared to other factors?”
“Is your closest manager male or female?”
“Is your closest manager’s manager male or female?”

2.3. Procedure

The participants were invited to participate in the study by receiving an invitation to their work email. It contained a link to one of the four created surveys depending on the group to which they had been randomly assigned. In the email they were informed that the participation was part of a data collection for a master’s thesis and briefly about what the participation entailed. Further instructions regarding the participation was presented to them as they followed the link to the survey. The participants were informed that the partaking in the study was voluntary, anonymous (no IP tracking), would be treated confidentially, and could at any time be discontinued (see Appendix A for full participation instructions).
The participation could be stopped and resumed at any time so that it would be more convenient for the participants to partake even if they did not have time to answer the survey in one sitting. This could also reduce tiredness effects. The survey took approximately 20 minutes to complete, although ranging from about 10 to over 30 minutes depending on the participant.

2.4. Design

The study had a 2 by 2 repeated measures design. An equal number of invitations were sent to each survey, including links, and an equal number of men and women were randomly assigned to each survey. The dependent variable was the participants rating of the job advertisements appeal, measured on a scale from 0 to 100 percent (%) appealing. The independent variables each had the two levels: democratic and autocratic leadership style, and potential leader and ready leader, respectively. Both levels were tested within subjects and compared cross-sectionally.

Order effects were controlled by using a Latin square formation were every condition combination was preceded and followed by every other condition combination at least once. The advertisements were presented and rated by the participants one by one without the possibility of navigating backwards to re-read them, which restricted the possibility of direct comparison of the advertisements. This was done so that the impression of an advertisement on its own would be the source of the rating. When trying to find a job or when wanting to switch jobs it is more likely that all jobs that seem appealing enough – reaching over a cut-off point – will be applied for by the jobseeker. Not often are job advertisements for different positions compared, ranked or rated if you are considering applying for more than one job. The ranking or sifting of the positions applied for, not even their respective advertisements, come at a later time, if and when multiple options present themselves. The decision to disable the option of comparing the job advertisements by navigating backwards was therefore made to further reflect reality, try and capture a more implicit “first impression”, and because a comparison was deemed unnecessary. The restriction of navigating backwards also ensured that the questions enquiring the participants to state the sex of their managers and managers’ manager could not be seen before they rated the job advertisements. If these questions would have revealed that gender differences were in focus for the study, this would not affect the interpretation of the manipulated material.
No tiredness effects were expected due to the participants not having to complete the survey in one sitting. The choice of using advertisements of four different positions instead of one was made to lessen the possible effect of the position appeal and to enable control over learning effects in referral to the advertisement content. This also made a comparison between the effects for the four different positions possible. The participants were given no indication that gender effects were to be studied before the rating of the advertisements.

3. Results

Considering that there could be demographic or other differences between men and women in the sample that affect their appeal ratings, independent samples t-tests (two-tailed) were performed over all general demographic and additional information gathered, comparing the two gendered groups (see Table 1). Table 1 also displays the mean ratings of the different manipulations together with correlations between the demographic and additional information. The t-tests revealed no differences between the two groups, women and men, with a lowest p-value: $t(154) = -1.252, p = .212$ for years of education (women: $M = 16.87$, 95% CI [14.13, 19.62]; men: $M = 16.28$, 95% CI [13.14, 19.42]). This indicates that the two gender groups did not differ in any of the following aspects: age, years of education, years as company employees, years as part of the working community, likeliness of applying for a leadership position in the near future, the perceived proportion of requirements needed to be met in a job advertisement in order to apply for the job, the proportion of influence that the job advertisement has on ones likeliness of applying for a job, and the mean appeal of the study’s job advertisements. This demonstrates that if gender effects are found in the testing of the hypotheses, these effects are unlikely to be due to differences between the groups regarding any of these variables.
Table 1. Tests for gender differences in demographic and additional variables together with correlations of mean appeal ratings.

<table>
<thead>
<tr>
<th>Variable</th>
<th>M&lt;sub&gt;total&lt;/sub&gt;</th>
<th>SD</th>
<th>M&lt;sub&gt;women&lt;/sub&gt;</th>
<th>M&lt;sub&gt;men&lt;/sub&gt;</th>
<th>t</th>
<th>p</th>
<th>r&lt;sub&gt;total&lt;/sub&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>45.19</td>
<td>8.53</td>
<td>45.27</td>
<td>44.90</td>
<td>-.274</td>
<td>.785</td>
<td>.038</td>
</tr>
<tr>
<td>Education</td>
<td>16.56</td>
<td>2.94</td>
<td>16.87</td>
<td>16.28</td>
<td>-.1254</td>
<td>.212</td>
<td>.336</td>
</tr>
<tr>
<td>Years working for company</td>
<td>10.84</td>
<td>9.80</td>
<td>10.87</td>
<td>10.59</td>
<td>-.178</td>
<td>.859</td>
<td>.125</td>
</tr>
<tr>
<td>Years in working community</td>
<td>20.77</td>
<td>9.65</td>
<td>20.50</td>
<td>20.95</td>
<td>.286</td>
<td>.775</td>
<td>.346</td>
</tr>
<tr>
<td>p applying for a leadership role</td>
<td>3.32</td>
<td>1.10</td>
<td>3.36</td>
<td>3.28</td>
<td>-.463</td>
<td>.644</td>
<td>.861</td>
</tr>
<tr>
<td>Proportion of ad requirements</td>
<td>64.61</td>
<td>25.34</td>
<td>65.62</td>
<td>63.10</td>
<td>-.619</td>
<td>.537</td>
<td>.933*</td>
</tr>
<tr>
<td>Advertisement influence</td>
<td>58.16</td>
<td>29.68</td>
<td>56.70</td>
<td>58.89</td>
<td>.456</td>
<td>.649</td>
<td>.652</td>
</tr>
<tr>
<td>Potential leader and Autocratic leadership appeal</td>
<td>61.40</td>
<td>23.52</td>
<td>60.75</td>
<td>61.64</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Potential leader and Democratic leadership appeal</td>
<td>61.69</td>
<td>21.63</td>
<td>65.11</td>
<td>58.54</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ready leader and Autocratic leadership appeal</td>
<td>57.89</td>
<td>22.63</td>
<td>59.96</td>
<td>55.62</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ready leader and Democratic leadership appeal</td>
<td>59.40</td>
<td>22.33</td>
<td>61.01</td>
<td>58.08</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>M ad appeal</td>
<td>60.58</td>
<td>14.98</td>
<td>62.75</td>
<td>58.46</td>
<td>-1.743</td>
<td>.084</td>
<td></td>
</tr>
</tbody>
</table>

Note. T-tests were not performed for the manipulations. * specifies significance on a p < .05-level.

The manipulation of the job advertisements, in accordance with the within group independent variables leadership style and readiness, was hypothesized to affect the appeal of the job advertisements. To control if the advertisement manipulations were successfully made the participants’ evaluations of a randomized job advertisement were analyzed (see Procedure). The
participant ratings of the advertisement’s expectation of a democratic leadership and a ready leader were included as dependent variables in a two-way mixed models ANOVA with the four different manipulation conditions (potential leader + autocratic leadership, potential leader + democratic leadership, ready leader + autocratic leadership, ready leader + democratic leadership; within subject) and dimensions (level of leadership style and level of readiness; within subject) as independent variables. If there is reason to believe that the manipulations had successfully altered the perception of the different conditions, the results of the ANOVA would show a significant interaction between the condition evaluated by the participants and the evaluation on the two dimensions.

The ANOVA showed a significant main effect for the condition evaluated ($F(3, 141) = 7.642, p < .001$) and dimension ($F(1, 141) = 4.706, p < .05$). It also showed a significant interaction effect for dimension and evaluated condition ($F(3, 141) = 27.124, p < .001$). An overview of the perceived manipulation for the different manipulations can be seen in Figure 1. Additional tests were performed to enable further explanations of the interaction. Simple effects analyses were performed through one-way ANOVA’s for the different conditions with the participants’ evaluation ratings for the two dimensions as independent variables. Together with subsequent Bonferroni post hoc tests, the ANOVA’s revealed that differences in the evaluation of leadership style were shown in accordance with what would be expected if the manipulation were successfully made. Within the evaluation of leadership readiness requirement, the ANOVA’s showed expected differences in evaluation in all but one condition, that of potential leader + autocratic leadership style. The readiness requirement in this condition was evaluated as not significantly differing from the readiness requirement in the ready leader + autocratic leadership style ($p = .303$) or the ready leader + democratic leadership style ($p = 1.000$). This should be taken into consideration for the interpretation of the hypotheses testing. The overall scores for the condition evaluations were, however, more prevailing in the direction of democratic leadership, as opposed to autocratic leadership, and for ready leader, as opposed to potential leader (see Figure 1).
Figure 1. The figure illustrates the perceived manipulation of the independent variables: leadership style and readiness, for the four manipulation combination variations used in the study. Error bars represent standard errors. A democratic leadership style was assigned a high scoring (100%) in the leadership manipulation-axis as opposed to a low scoring that was assigned autocratic leadership style (0%). Similarly, ready leader was assigned a high scoring on the manipulation-axis (100%) and potential leader was assigned a low scoring (0%) on the manipulation-axis. The horizontal line indicates 50% on the manipulation axis and represents a neutral manipulation scoring.

In order to determine if the manipulations had an effect on the appeal of the job advertisements, and in that case, if this differed for men and for women, a three-way mixed models ANOVA was conducted, with the different conditions, one of each level of the
independent variables: leadership style (democratic leadership and autocratic leadership, within subject) and readiness (ready leader and potential leader; within subject), together with gender (male or female; between subject) as independent variables, and the advertisement appeal rating as dependent variable. According to the hypothesized predictions, if women and men differ regarding their perceived appeal of the two independent variables, a three-way interaction would be found between all independent variables. If a difference for only one of the manipulations, e.g. leadership style, is present, a significant two-way interaction between gender and this manipulation would be found.

No significant main effect of leadership style was found $F(1, 146) = .457, p = .500, \eta^2_p = .003$. Although, an almost significant positive effect for potential leader-level of readiness could perhaps be recognized $F(1, 146) = 3.848, p = .052, \eta^2_p = .026$. Furthermore, there were no significant interactions between gender and leadership style, nor between gender and readiness, $F(1, 146) = .342, p = .560, \eta^2_p = .002$ and $F(1, 146) = .036, p = .850, \eta^2_p = .000$ respectively. There was neither a significant interaction effect found between the two conditions leadership style and readiness ($F(1, 146) = .328, p = .568, \eta^2 = .002$. Lastly, no significant three-way interaction between the three independent variables was found $F(1, 146) = 1.256, p = .264, \eta^2 = .009$. To obtain further insight into these null results, the data were reanalyzed using a Bayesian repeated measures ANOVA, performed in JASP (JASP Team, 2018) with default parameters. In this test, the Bayes Factor for an interaction effect between readiness and gender was $1/BF_{\text{inclusion}} = 8.00$, which would indicate moderate evidence for the absence of an interaction. An interaction between leadership style and gender showed $1/BF_{\text{inclusion}} = 5.95$, which indicates moderate evidence against an interaction and for the null-hypothesis. The three-way interaction between all variables gave a $1/BF_{\text{inclusion}}$ value of 3.34, which also indicates a moderate support for the null-hypothesis and no interaction. Other interactions were also moderately supportive of null over alternative explanations for the results. Altogether, the Bayesian analyses suggest that the data provide evidence in favor of the null hypothesis, meaning that the different levels of leadership style and readiness requirement do not affect the job advertisement appeal differently depending on if the reader is a man or a woman. Nevertheless, the strength of this evidence is moderate, requiring additional research to reach stronger conclusions.

Figure 2 illustrates an overview of the mean ratings of the manipulations for male and female employees. In relation to Hypothesis 1, this implies that women and men do not differ
regarding their preference of democratic or autocratic leadership styles inquiry in job advertisements. In relation to Hypothesis 2, this implies that women and men do not differ regarding their preference of a ready leader or potential leader requirement in job advertisements.

![Figure 2. The figure illustrates the four different manipulations’ appeal ratings for the two groups. The horizontal line represents a rating of 50 percent (%) appeal. Mean ratings for the four different manipulations are shown by a representative plot with T-bars showing a 95% CI. The two graphs comparing the ratings of the two groups – male and female employees – show the non-significant difference in mean ratings of the four manipulations.](image)

To test the hypothesis of a possible effect of having a same-sex role model in the form of a manager on one’s tendency to see oneself applying for a leadership position an ANOVA was conducted. This compared the within group dependent variable likeliness of applying for a leadership position within the near future with the between group independent variables gender and the nearness to managers of the same sex (measured as a scale from having no manager or
manager’s manager of the same sex to having both a same-sex manager and managers’ manager as oneself). The results show no main effect of gender ($F(1, 150) = .377, p = .540$) and no main effect of nearness to a same-sex manager ($F(1, 150) = .598, p = .551$). There was no interaction effect for gender and same-sex managerial nearness ($F(1, 150) = .310, p = .734$). This indicates that there is no effect of same-sex managerial nearness on the likelihood of wanting to apply for a leadership position within the context.

4. Discussion

4.1. Summary of the results

The study was primarily conducted to investigate whether the expression of a leadership style and readiness criterium in the configuration of job advertisements would affect their attractiveness, and, in the case of this, if it could attract women or men differently. This was investigated to find a counterbalance to the often-perceived masculine wording of job advertisements for leadership positions within organizations (e.g., Askehave & Zethsen, 2014). The possible effect of same-sex role models in the form of nearness to a manager of the same sex on the inclination to applying for a leadership position was also investigated.

An enhanced appeal of the job advertisements for women in comparison to men could not be found for democratic leadership or for the potential leader manipulation. The data showed that advertisements were perceived as equally attractive by the men and women in the study, indicating that it is not the advertisements used by the company that contribute to the gender gap in leadership positions within the company. No interaction effects were found for gender and the independent variables. No main effect of the independent variable leadership style was found. An almost significant main effect was, however, found for the independent variable readiness, with a positive direction for the condition potential leader requirement. An effect of same-sex managerial nearness was not found for the probability of applying for a leadership position within the near future.

4.2. Result analysis

4.2.1. Job advertisement manipulation
The results of the hypothesis testing of Hypothesis 1 and Hypothesis 2 should be interpreted accordingly: one’s gender was not shown to affect one’s appeal of a leadership position within the company if a prescriptive democratic or autocratic leadership style is portrayed in the job advertisement. Neither was one’s sociodemographic gender shown to affect one’s appeal of a leadership position within the company if the job advertisement portrays the requirement of being ready for the leadership position from day one of the job, or if it expresses an opportunity of developing into the leadership role where there is potential for the applicant to do so. These results were found within the context of a highly technical department, of a global industrial company, in Sweden. The positions portrayed are to be seen as moderate-status leadership positions. This indicates the population to which the results can be applied.

4.2.1.1. Readiness

A main effect of readiness would imply that the two levels of readiness were significantly different in their appeal according to the participants. By consulting the mean ratings for the different manipulations, we see that ratings for the two conditions potential leader + autocratic leadership and potential leader + democratic leadership is higher than for the two conditions ready leader + autocratic leadership and ready leader + democratic leadership. This provides the understanding that a possible main effect of readiness would be positive in the direction of potential leader requirement over ready leader requirement for this condition. The almost significant result for the difference in appeal between the two readiness levels, however, loses some convincing merit because of the low effect size ($\eta_p^2 = .026$) for the possible finding.

The manipulation check for the readiness variable’s levels revealed that they were evaluated as significantly differentiating, making a difference in appeal plausible. When performing simple effects tests, however, the condition potential leader + autocratic leadership came out as seemingly non-significant for the interpretation that the participants had evaluated the level of readiness in line with what was intended. Speculatively, the combination of requesting a potential leader and a leader with an autocratic type leadership style might in some way be contradicting. Considering the lack of perceived manipulation for this condition, the fact that an almost significant main difference for readiness level was found indicates that the other potential leader condition, potential leader + democratic leadership, was especially differentiating from the ready leader conditions when evaluated by the participants. This leads to the question of what
the results in the hypothesis testing would have looked like if both potential leader requirement conditions would have come through in the manipulations.

The potential leader requirement manipulation was apparent to the participants according to the manipulation check. Because of the nature of the material tested, however, a very low level of the readiness variable would not have seemed realistic. The conditions were therefore determined as potential leader and ready leader, even though the potential leader requirement expressed in a job advertisement was kept at a more realistic level. In accordance with this, the manipulation check ratings revealed that, although the potential leader manipulation was found, it was generally not evaluated as low as the ready leader manipulation was evaluated high. Depicting low expectations in a job advertisement for a leadership position within a company is unrealistic, but lowering the expectations described and substituting them with a description of what potential must lie in a candidate could be a possible course of action. This alternative way of explicating requirements could possibly contribute to an increase in applications, and is arguably especially valid when it comes to requirements for leadership abilities, where, firstly, most individuals that attain leadership positions grow into the role in some way or another, advancing in their leadership ability within the position and not only prior to attaining the position; and secondly, because what the leadership looks like and how it develops over time, it is also largely dependent on the group which is being lead (e.g., Landy & Conte, 2017).

4.2.1.2. Implications of gender measurement

Research has demonstrated that gender role orientation matters more in terms of who is given the opportunity to emerge as a leader than sociodemographic gender (Ayman, & Korabik, 2010). Bem (1974) provided the first documentation that suggested that individuals have gender roles that can be independent of their biological sex. At that time the author classified gender roles into masculinity and femininity and stated that people may also have both masculine and feminine identities at the same time, that is, androgyny. Masculinity was viewed as associated with instrumental orientation and a pragmatic effectiveness, whereas femininity was associated with an expressive orientation and welfare of others, according to Bem. Considering this, the employees within the department in focus may have gender role orientations that affected their perceived job advertisement appeal. Both male and female employees could belong to different gender role orientations or a similar gender role orientation. Additionally, because gender role orientation can be ascribed by considering individuals’ attitudes in specific situations, there is
also the possibility that they have specific gender role orientations only when it comes to the perceived appeal of advertised leadership positions. In other words, the department employees’ gender role orientations could, in different ways, mediate their view on prescriptive leadership within the company. Additionally, it cannot be ruled out that gender role orientation might even be a stronger identifier than sociodemographic gender within this group, or that the effect of gender role orientation is more prevalent for some than others.

Gender role orientation has been shown to moderate the effects of stereotype activation on test performance (Tempel & Neumann, 2016). It has been found that only participants with feminine gender role orientation, as opposed to masculine gender role orientation, suffered from (negative) stereotype activation in connection to mental rotation and math performance (ibid.). These two task measurements are often associated with high-technological education. The implications this may have on the employees’ gender role orientation, within a department where a higher technical education is often required, could therefore be of interest. Speculatively, if many of the department employees have a similar, androgynous, gender role orientation based on behavior and attitudes, for example, this could have moderated the participants experienced job advertisement appeal, making it more homogenous and probably toward the condition’s midpoint. The results may, however, just as well be showing a wide variety of perceived appeals, perhaps indicating a wide range of gender role orientation within the sample. Conclusively, with knowledge of the participants’ gender role orientation, the analysis could have provided more information regarding possible gender differences in job advertisement appeal.

As stated, the results could point to a broad diversity in the preference of descriptive leadership style and readiness requirements expressed in job advertisements within the chosen department – achieving this broad diversity in spite of having a lot more male than female employees. Moreover, if the prescriptive view of leadership within the company is strong amongst its employees, then perhaps the manipulations in the created job advertisements were not effective in changing the view of the depicted leadership position, in comparison to the already strong underlying view of leadership within the company. The manipulation check ensured that the participants perceived a difference between the conditions. There is the possibility, however, that this difference became apparent for the participants only when they were asked to consider it.
4.2.1.3. Implications of position-status and gender dominance

The leadership context that was examined in the current study was that of moderate-status in contrast to high-status and low-status leadership. This was insinuated because the leadership positions chosen were positions within the department and not the head of the department nor did they include any global responsibility. The positions could not be seen as low-status leadership positions because they entailed responsibility for sub-categorical areas within the department, and because of the high status held by the department at whole within the company, a leadership position within this department should automatically be viewed as a relatively high-status job. This gives additional context to the findings of the study, in comparison to previous studies.

As found by Koenig et al. (2011), the leadership stereotype is seemingly less masculine in moderate- than in high-status leadership roles. Perhaps the moderate-status of the leadership positions used in this study influenced the results, regulating a possible main effect of leadership style, or reducing a possible gender difference in appeal.

In a male-dominated setting, previous research has shown that female managers are less likely to adopt an interpersonally orientated leadership style, not differing from male managers in male-dominated industries (Gardiner & Tiggemann, 1999). Perhaps this tendency also says something about the view of preferred prescriptive leadership style in male-dominated industries, which would indicate that women in this setting would be less likely to prefer an interpersonally oriented leadership, not differing from the men in this setting. If the appeal of expressed interpersonally orientated leadership style – something that can be viewed as included in both the democratic leadership style and the potential leader levels – does not differ between men and women due to the male-dominated context, then perhaps a more androgynous preference could be expected. This would be in line with the results, showing a possible explanation for there being no main or interaction effects.

The mean ratings given by men and women in the study did not show a difference (seen in Table 1). Comparing this to the information given by recruiters within the company, stating that around 20 or 30 % of applicants for leading positions within the technical department of focus are women, a large discrepancy is found in the image these two views create. Supporting the statement from the recruiters is the fact that their estimated proportions reflect the proportion of women to men that are currently holding the leading positions within the department, making them highly plausible. Considering the cause of this discrepancy in the image of how appealing,
and therefore, how keen men and women are to apply for the leadership positions within the department in focus, two possible explanations are considered. Firstly, the sample in the current study is to be seen as strictly internal. Although this might often be the case for some positions within the company, it is not always the case. Perhaps externally, there are a greater proportion of men that apply for the departments positions than women. The second explanation lies in the study setting and instructions, which is a different setting than when actually choosing to apply for a job. Despite not finding a difference in mean appeal rating between men and women in the study, there is cause to believe that the proportion of women to men that apply for leadership positions within the company does not mirror this finding. Not all aspects explaining the final applicant pool for a job are captured in the study.

One reason why women would not apply for leadership positions within the company to the same degree as men could be found when taking its male-dominated setting into account. In the study conducted by Gardiner and Tiggemann (1999), findings showed that female managers in male-dominated industries reported the highest pressure from their jobs due to discrimination. In addition, Elwér, et al. (2013) found that women had more psychological distress in traditionally gender unequal, male-dominated workplaces than in more gender-neutral workplaces. Thus, one way of extending the implications of these findings could arguably be that if women’s psychological stress and experience of pressure from their jobs in this setting is generally and significantly greater than that of the men, then the men – not the women – will presumably be the ones that are willing to add to their work-load by becoming managers. This speculation, however, is not supported by the answers to the question regarding the likeliness of the participants applying for a leadership position in the near future, to which the answers did not significantly differ between men and women. Of course, there are also exceptions to the premise, especially in the motivation of having greater influence over one’s work. Yet, in regarding how to attract more women to organizational leadership within a male-dominated industry, perhaps this should be considered.

4.2.2. Same-sex role models

The reason why no effect of same-sex role models was found in the current study is unknown. Speculatively however, the effect of same-sex role models (SSRM) on affective motivation to lead (a-MtL; as seen in Elprana, 2015) does not have to imply that SSRM directly
affects leadership emergence. In addition, there might not be a direct connection between SSRM and the prevalent organizational leadership.

In alignment with the discussion of Hypothesis 1 and Hypothesis 2, the matter of gender role orientation might also affect the result concerning SSRM if, for example, SSRM is moderated by gender role orientation. This would override the SSRM measurement. Lastly, the SSRM measurement within the current study could have been dissatisfying due to other factors. This is developed upon in the discussion of measurements below.

4.3. Methodological discussion

It is not clear why differences in appeal were not found for men and women in the current study, and why the manipulations did not affect the general attractiveness significantly. A methodological discussion will therefore be led to enable a fuller picture of the results.

4.3.1. Participants

The participants in the study were company employees working in one of the large, technical departments where the proportion of women to men was among the lowest. The current study mimicked internal recruitment and not external recruitment (which seems to be the most common). This could be of importance for several factors and an important aspect to consider in the analysis. Firstly, the participants most likely already have a somewhat consolidated picture of the company in which they are employed, something that is otherwise shaped when reading job advertisements. Depending on how influential that picture of the company is on one’s perception of an advertisement, it may have affected the intake of the material in the current study. Secondly, there is a slight chance that despite the materials adaption, in order to not give away the exact position depicted in the advertisement, the participants still understood which one it was. If the positions described became known to some or all participants, this could have affected their appeal ratings. The instructions given to the participants, however, discouraged them from considering attractiveness of the exact position in the overall appeal rating. None of the positions were significantly favored over the other by the participants. Thirdly, the participant employees from the chosen department are most likely influenced by the prominent corporate culture within the company. This would imply that they see the job advertisements through “glasses” that external applicants might not have. A specific corporate culture could, for
example, predominantly value certain words, tones, or highlights in company-associated material, such as job advertisements, making some material systematically more appealing to one company's employees than to others. In this case, the material used in the study could be found more appealing by the sample than the population at large. Another aspect of being part of the corporate culture is that the participants might have read many company job advertisements previously, facilitating, perhaps, a way of reading the job advertisements that focuses more on the disposition of and specific position described in the job advertisement than the wording used to describe the position responsibilities. This would of course affect the possible effect of the advertisement manipulation. Lastly, the employees of this company – known for its product – could be systematically similar in some ways because of their interest in the product. Not to mention the participants in the study who play a very central role in the production of this product – a product that, moreover, often is viewed as stereotypically masculine. Thus, there may be ways in which the participants are systematically alike and unalike other possible applicants. The sample might be one reason why effects found in other studies were not found in the current study.

Another aspect of using a company sample that might have affected the results of the manipulation testing is that the employees working there most likely have already been drawn to the company's job advertisements and positions, independently of gender. Therefore, the participants could be expected to find the advertisements more appealing than the average person. If this is the case, it would also reduce the variance in the data, lessening the chance of a significant result. Arguably, however, the ecological validity of the mimicked internal recruitment could be greater since large companies will often recruit “in-house” for managerial positions. The study opens up for the possibility of a comparison with the appeal of job advertisements externally in future research.

4.3.2. Material

4.3.2.1. Job advertisements

The material in the form of four rewritten company job advertisements were kept as close to the original advertisements as possible while still depicting the manipulation to ensure ecological validity and the possibility of feedback to the company in question. By doing so, both the need for leadership ability and technical competence (although toned down) was described in all
advertisements, as in the original job advertisements. This would infer that not only the participants premeditated leadership ability within a highly technical area was considered in the hypothesis testing. Other factors of evaluated suitability by the participants (e.g. technical competence) could be included in their rated appeal. The criterion of specific technical competence was downsized in the material created to not exclude any participants theoretical ability to apply for the position because that was though to presumably effect the participants appeal ratings. Even so, some of the criterion could have been viewed as outside someone’s range of expertise or required knowledge. This possible confounding variable could be seen as opposed by the finding that the job advertisement for the position “technical expert” (originally requiring more specific technical competences) was not viewed as less appealing than the other positions by the participants. Also, the instructions given to the participants concerning the possibility of not meeting the requirements was to assume that the requirements instead corresponded to typical requirements within their specific department or area of expertise.

Additionally, as many as 50 percent (%) of the participants stated that the probability of them applying for a leadership position within the upcoming years was “likely” or “extremely likely”, and 25 percent (%) stated that they estimated the probability as “neutral”. Relatively few participants thought the idea of applying for a leadership position in the near future unlikely, indicating that there is appeal of leadership positions within the company within the sample. When comparing the mean appeal ratings of the job advertisements within the groups divided by the likeness of applying for a leadership position in the near future, however, a non-significant difference was found between the groups ($p=.243$ when adjusted for age). This implies that not only the leadership aspect of the positions advertised was appealing. This would be understandable given that there were more things expressed in the advertisements than the leadership aspect. Another explanation could be that the participants did not understand the instructions given regarding how they were to relate to their appeal rating, which is discussed further under “General discussion”. Lastly, there is a slight chance that the positions were “disguised” so well that the participants did not noticed that the positions described were leadership positions, alternatively that the participants did not read the advertisements closely enough to notice this.

One of the most interesting aspects of the results found through the current study lies in its comparison with the similar study conducted by Gaucher et al. (2011). Some of the words used
in the current study to create the autocratic leadership style and ready leader levels overlapped with the words used to create the masculine wording for the advertisements in the study by Gaucher et al. (2011), and some of the words creating the democratic leadership style and potential leader levels overlapped with the words used for the feminine condition of the advertisements used by Gaucher et al. (2011). What does it mean that they found gender differences in the rated appeal of their job advertisements in their study while no differentiating effect of gender was found in the current study?

Primarily, of course, different factors were examined in the two different studies. In Gaucher et al., the gender difference in appeal could have come from the remaining, non-overlapping words used in their job advertisements, or the non-overlapping words used in the current study could have minimized the otherwise significant difference in appeal, additionally an interaction effect could be the cause of the differentiating results. That said, there are other methodological differences that could be of interest for this discussion. In the current study, company employees’ appeal of rewritten company job advertisements was investigated in comparison to that of psychology students. The 102 psychology students that were included in the study examining appeal and belongingness by Gaucher et al. read job advertisements depicting jobs within different occupations, that is, jobs that the students themselves would never apply for as students of psychology. Perhaps this made their participants concentrate more on the wording than the disposition or the specific position that the job would entail in comparison to the participants in the current study, making the manipulation effect greater. The model for the job advertisements used in the current study is more complex and more comparable to real job advertisements, in comparison to the ones used in the studies by Gaucher et al. (2011). The findings could therefore imply that the effect of gender stereotypical wording configuration is diminished in real, occupational-accurate job advertisements.

4.3.2.2. Other measures

Measuring SSRM by nearness to a manager of the same sex could be an unreliable measure because of the low control over other variables of possible effect on prevalence of SSRM. The effect of role models and especially their influence on career options desirability, has been found in several studies (Lockwood & Kunda, 1997; Wiese & Freund, 2011) and could therefore be seen as relatively durable. The current study lies within the scope of career option desirability, making the non-significant result of Hypothesis 3 peculiar. The different groups, or
one of the groups (females perhaps) not only identify with (less receptive to the impression of) (female) “role models” because having to identify with males in education and work life. Although SSRM and a-MtL (e.g., Elprana, 2015) theorizes against this. Probable causes for the differentiating finding could be the measurement or the organizational context as discussed in the result analysis.

4.3.3. Procedure

The participation instructions for the study was only given to the participants in written form and not verbally as the participation was internet-based. This always creates ambiguity concerning if the participants read the instructions and if they understood them. The participants were asked to “rate the appeal of the described position, based on the ad”, and to “View the ads as if the positions advertised are within a department or field corresponding to your own “. These instructions were in bold font (see Appendix A) because of their importance for the understanding of how the participation was to be approached by the participants. The participants could thereby be seen as instructed to take the leadership-focused parts if the advertisements into account when rating the advertisements, with considerate focus on the advertisement itself, because the appeal of the described position was requested. Through the neutralizing of the information given about the exact position, together with the instruction to view the position as one corresponding to one within your department or field, however, the participants were to interpret the given instructions as to not regard the exact position described (if possible). This, so that they would not distinguish the true specific competences needed within that position nor regard, for example, who would be their manager, colleagues, and which group of individuals they would lead given the true position and take that into account. If these instructions were not followed it may have influenced their advertisement ratings. If there were significant uncertainties or questions regarding the participation the results will have been affected, although an e-mail address was provided for if the participants had any questions. Outliers were also identified and removed from the data when it was judged that instructions had been misunderstood or other errors had been made. For example, to make any direct comparison between the job advertisements impossible, the possibility of navigating backwards through the questions was disabled. If a participant had missed to take these instructions into account the rating one percent (%) appeal (which was the preset value) would often be shown for the first
advertisement while the rest of the advertisements were rated closer to the mean rating ($M=60.58$, $SD=14.98$).

The instructions given informed the participants that the investigation carried out through the study was that of the effect of the configuration/shaping of job advertisements (see Appendix A), something that might have influenced the way the participants viewed the task and the job advertisements. This could, for example, have led the participants to focus on how different paragraphs were distributed, whether bullet points or free text was used, etc. instead of the wording used. The above exemplified differences were found in the original advertisements used as molds and might have caught too much attention from the participants therefore (an example of one of the advertisement used is seen in Appendix B).

The timespan in which the participation took place was not controlled, giving the participants unlimited time to rate the job advertisements and answer the questions and enabling them to pause the participation and continue it later. If this affected the results cannot be said. The possibility of the participants being exposed to impressions in between reading the different job advertisements could have affected their ratings. Judging by the time it took for the participants to fill out the survey, however, it is most likely that the vast majority of the participants did so in one sitting. Giving the participants the possibility of dividing their participation in parts, however, could possibly have persuaded someone to participate that otherwise felt that they did not have enough time. Additionally, tiredness effects were hopefully avoided.

4.4. Limitations and directions for future research

By only considering the participant’s gender and not also their gender role orientation, further implications of the study’s results were limited. Also, additional analysis would have been made possible if a comparison between the appeal of the original job advertisements and that of the manipulated job advertisements had been tested. Other limitations of the study can be attributed to the sample which was comprised of the 159 employees out of 504 that were contacted via e-mail and asked to participate. There is a possibility that there was a systematical difference between the participants and the contacted employees that chose not to participate, in which case the results would be misleading in what they say about the population. There was also a problem in the study concerning an incompatibility between the program used to distribute
the survey and the company version of their web browser. This lead to some of the pictures of the job advertisements not showing up correctly for some, yet not all, participants. The exact number of affected participants is unknown. Some of the affected participants were helped via e-mail and the problem could most often be resolved. In all likelihood, some of them chose not to participate due to these circumstances, and some presumably only skipped the survey questions in which job advertisements were to be rated when noticing that they did not show up correctly. Some participants, nonetheless, could have entered an appeal rating without being able to view the job advertisement correctly or at all, and there is no way of knowing or controlling for this. Again, the result analyses were carried out also when obvious outliers were removed.

Future research within this area could, with benefit, include participants that are not employed by the company in focus to enable a comparison between the two groups. An additional study could also be performed within the context of another, corresponding, company and compared with the current study. This could contribute to the understanding of if the company culture or employees’ pre-knowledge affects leadership style and readiness requirements preference in job advertisements, according to women and men. Additionally, using a measure of gender role orientation as complement to sociodemographic gender would allow for a deeper understanding and further analysis of the underlying mechanisms sustaining the gender gap in leadership positions within a male-dominated industry. Since the imitated possibility for result analysis of the current study was seen as largely due to the lack of this measurement, its inclusion is highly recommended for future research. Future studies could thereby investigate if male- and female-dominated department’s employees generally have similar gender role orientations, and if these moderate and/or unify their prescriptive and descriptive leadership appeal.

In conclusion, the difference in the proportion of men and women that apply for leadership positions within the company, and in turn, the gender gap in leadership positions, is not dependent on leadership style (democratic versus autocratic) or leadership readiness requirements expressed in job advertisements. Perhaps this is due to underlying elements of likeness in perspectives between the women and men within the study sample or the company. Further investigation into the causes behind stereotypically masculine and feminine words in job advertisements is a recommended approach in contrast to investigating how to use gender stereotypical words to achieve wished applicant gender proportions. The former could enable
understanding of the structures that need to be changed in order to answer the question of how women can acquire an even amount of leadership positions within organizations in Sweden and in the rest of the world, leading to the encompassing of positive effect of diversity, and could ultimately reduce an unjust leadership stereotype.
Acknowledgements

I want to extend a special thank you to Mikaela Jönsson and Katarina Matson at the global company, Sweden – to which I am also grateful – for their guidance and interest in the study. Thank you to the company and department in focus for the study for allowing me to wrack the brains of some of its employees and for investing and for believing in research that may facilitate further emergence of female leaders. I wish also to thank the helpful, hardworking, and talented, Helene Andersson, for her invested time and thorough notes when completing the important work of proofreading this thesis. To Mika Bäckelie, for always providing support and encouragement regardless of the task at hand, also throughout this process, thank you. Lastly, I want to say a resounding “thank you!” to Håkan Nilsson at the department of psychology at Uppsala University, to whom I am incredibly thankful for his patient, encouraging, and pedagogical mentorship and supervision throughout the process of completing my Master thesis.

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Appendices

Appendix A – Participation Instructions

This is an investigation into the effect of the configuration/shaping of job advertisements on applicants' willingness to apply for the job. This will comprise the main data collection for a Master thesis written in collaboration with the HR-department at *.

You will be presented with four (4) different job advertisements, one after the other. Read through each ad adopting the role of a possible job applicant. After you have read an ad your task is to rate the appeal of the described position, based on the ad. Zero percent (%) appeal indicates that the ad is extremely unappealing, making the position the last one you would apply for if available. While, 100 percent (%) appeal indicates that the ad is extremely appealing, making the position one you would definitely apply for if available.

The parts of the ad that you are to pay attention to will be shown, and the parts that you do not need to pay attention to, e.g. standard explanations of different departments and information about how to apply for the position, will not be shown.

Some of the required qualifications for the positions have also been removed to lessen the intake of material for this task. You are encouraged to imagine that each position has standard requirements of a leading position within a department corresponding to your own. E.g.: M. Sc. engineering degree or equivalent, relevant experience, etc.

The names of the positions advertised are neutralized by hiding the department and specific area of expertise and has been substituted with a position number (1-4). Where brackets [ ] are inserted in the ad, a specific department or product name has been exchanged in order to not give away the actual position. View the ads as if the positions advertised are within a department or field corresponding to your own.

If, despite the exchange of specific department or product names, the job advertised seems to be outside your area of experience or involving knowledge which you do not have and that you do not believe is meant to be learned on the job, then you are encouraged to enter the role of someone with those area specific competences when considering the ad.

Additionally, you will be asked to fill out some general demographic information in the beginning of the survey.

Your participation in this investigation is voluntary and may be discontinued at any time. If you have any questions about your participation or this investigation, do not hesitate to email me at anna.backelie@.com.
Note: You will not be able to navigate backwards through the questions, so make sure that you have answered every question before clicking the "next" button on each page.

* Some of the text that was originally shown, e.g. the company name and the name of the product has been blotched out in order to not give away the company identity.
Appendix B – Example of Job Advertisement Position 3

Position: Director

Potential leader
Ready leader
Autocratic leadership
Democratic leadership

Rekv-ID ####### - Publicerad 201x-xx-xx - Sverige -

Our company is responsible for delivering fantastic premium quality with stunning design. The daily work includes transforming ideas into innovations to meet the high standards of . The latest technologies and advanced methods are used to develop the in the world. With great devotion for the environment, the customers are offered a genuine experience. If this is enough appealing for you and would like to join our organization of engineers, then we encourage you to read further!

Are you an open-minded, creative and engaged leader who dares to challenge and energize yourself and others around you? So are we!

We are in the midst of an innovative transformation journey of digitization, connectivity and mobility. To reach our goals, we need to be even more global, agile, digital savvy, curious, open-minded and collaborative. That is why we are looking for potential/skilled leaders who can help us to achieve this target and reach our/the vision together with us/for us. In this role, you will have the opportunity to guide/lead a global organization to ensure cutting-edge technologies for our in-house [area specific systems] and develop/endorse the knowledge within this area.

Who are you?

Most importantly, you are an individual with great potential to/a highly skilled individual who can provide a democratic type leadership/strong leadership. You want to progress in all the key areas of this position and develop into the great leader this team needs/seize the opportunity to pursue this position for which you have all the required strengths and skills, striving for an inclusive development for the people who answer to you by coaching an encouraging them/to make the right decisions and showing the people who answer to you the way by leading with a firm hand.

We also believe that you are technically curious, passionate about making a true difference and have a strong focus on employees’ strengths and opportunities/the strengths and opportunities that you can provide. You believe in the power of people and close cooperation/leading by example and taking responsibility. Additionally, you are great at building both internal and external networks. You have a passion for the products and the processes you work with, which gives you an additional strength and motivation to make a true difference. Industry has long been in your spectra of interest. Your strong engineering background will help you to excel in/makes you perfect for this role. Experiences from [specific area] engineering are appreciated, as well as knowledge within analyses and verification of products and processes, which would be an additional merit. Driving license and fluency in English is a requirement.

That sounds like you? Then we have a perfect mission for you! you are the person we need!

Your mission!

• As a director of [a central area engineering] you will get the chance to work in an international environment with great opportunities and real impact upon the customer experience. We have a very strong heritage within [the area of focus] and your mission is to proceed with development and reach state of the art technology in this area.

• In this role you will work in close cooperation with/proximity to our manufacturing community to ensure stable processes and a positive effect on the customers experience of our . [Product ensuring methodology] and a premium quality maintenance are other vital factors that you will actively work with.

• With a global responsibility you will ultimately be leading/lead through, and with the help of/through other leaders and you will have three managers directly under your wing/reporting directly to you. In this position you will also be a part of/take part in [another closely related area] management team, which will enable/offer you even better internal collaboration./more power over internal impact.
Your team!

The team is global, consisting today of approximately 50 engineers. We are expanding the size and locations as we are moving into a more global production environment. With some of the services we are also supporting external customers. The leadership we value is a global and inclusive/influential mind-set where you are eager to/naturally contribute to the team/drive toward success. We believe in accepting real challenges/doing what you were born to do, and we encourage/encourage others to do the same.

What we offer?

We truly believe in people-power/individual power, because everyone possesses unique strengths. We put great effort into creating a team spirited/strong management team to share and learn from each other's knowledge and experience/help others through our knowledge and experience. We believe that we are stronger as a team/a team needs a strong leader and we share/whom holds the responsibility for developing the department and its employees. We actively try to create an atmosphere where we discover/use each other's/our own strengths, thus, supporting each other in/helping to support the management team. We will support you in your mission and/need your support in our mission and will provide you with the best tools and resources to do that. For you, the opportunities and career paths are wide and mostly depended on your strengths, efforts, and interests.

We are

The future belongs to those who are empowered by a great idea and have the ability to carry it out. At our mission is clear: “To be the world’s most progressive and desired company and to make people’s life less complicated”. We have bold targets when it comes to innovation, sales and customer satisfaction and to make this happen, we need talented people onboard. People that want to make a difference and create the next generation in a global, dynamic and respectful environment. We will support you to reach your full potential. Join us on this exciting journey.

* Some of the text that was originally shown, e.g. the company name and the name of the product has been blotched out in order to not give away the company identity (same in Appendix B1-B4).
Appendix B1: Potential leader + Autocratic leadership style condition

Position 3: 

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, is responsible for delivering fantastic premium quality with stunning design. The daily work includes transforming ideas into innovations to meet the high standards of . The latest technologies and advanced methods are used to develop the experience. If this is enough appealing for you and would like to join our organization of engineers, then we encourage you to read further!

Are you an open-minded, creative and engaged leader who dares to challenge and energize yourself and others around you? So are we!

is in the midst of an innovative transformation journey of digitization, connectivity and mobility. To reach our goals we need to be even more global, agile, digital savvy, curious, open minded and collaborative. That is why we are looking for potential leaders who can help us to achieve this target and reach the vision for us. In this role you will have the opportunity to lead a global organization to ensure cutting-edge technologies for our in-house [area specific systems] and develop the knowledge within this area.

Who are you?

Most importantly, you are an individual with great potential to provide strong leadership. You want to progress in all the key areas of this position and develop into the great leader this team needs, striving to make the right decisions and showing the people who answer to you the way by leading with a firm hand.

We also believe that you are technically curious, passionate about making a true difference and have a strong focus on the strengths and opportunities that you can provide. You believe in the power of leading by example and taking responsibility. Additionally, you are great at building both internal and external networks. You have a passion for the products and the processes you work with, which gives you an additional strength and motivation to make a true difference. Industry has long been in your spectra of interest. Your strong engineering background will help you to excel in this role. Experiences from [specific area] engineering are appreciated, as well as knowledge within analyses and verification of products and processes, which would be an additional merit. Driving license and fluency in English is a requirement.

That sounds like you? Then we have a perfect mission for you!

Your mission!

• As a director of [a central area engineering] you will get the chance to work in an international environment with great opportunities and real impact upon the customer experience. We have a very strong heritage within [the area of focus] and your mission is to proceed with development and reach state of the art technology in this area.

• In this role you will work in proximity to our manufacturing community to ensure stable processes and a positive effect on the customers experience of our , [Product ensuring methodology] and a premium quality maintenance are other vital factors that you will actively work with.

• With a global responsibility you will ultimately be leading through other leaders and you will have three managers reporting directly to you. In this position you will also take part in [another closely related area] management team, which will enable even more power over internal impact.

Your team!

The team is global, consisting today of approximately 50 engineers. We are expanding the size and locations as we are moving into a more global production environment. With some of the services we are also supporting external customers. The leadership we value is a global and influential mind-set where you are eager to drive toward success. We believe in accepting real challenges and encourage others to do the same.
What we offer?

We truly believe in individual power, because everyone possesses unique strengths. We put great effort into creating a strong management team to share and learn from each other’s knowledge and experience. We believe that a team needs a strong leader whom holds the responsibility for developing the department and its employees. We actively try to create an atmosphere where we discover our own strengths, thus, helping to support the management team. We will support you in your mission and provide you with the best tools and resources to do that. For you, the opportunities and career paths at are wide and mostly depended on your strengths, efforts, and interests.

We are

The future belongs to those who are empowered by a great idea and have the ability to carry it out. At our mission is clear: “To be the world’s most progressive and desired company and to make people’s life less complicated”. We have bold targets when it comes to innovation, sales and customer satisfaction and to make this happen, we need talented people onboard. People that want to make a difference and create the next generation in a global, dynamic and respectful environment. We will support you to reach your full potential. Join us on this exciting journey.
Appendix B2: Potential leader + Democratic leadership style condition

Position 3: [Insert Position Title]

Rekv-ID #### - Publicerad 201x-xx-xx - Sverige -

fantastic premium quality with stunning design. The daily work includes transforming ideas into innovations to meet the high standards of the in the world. With great devotion for the environment the customers are offered a genuine experience. If this is enough appealing for you and would like to join our organization of engineers, then we encourage you to read further!

Are you an open-minded, creative and engaged leader who dares to challenge and energize yourself and others around you? So are we!

is in the midst of an innovative transformation journey of digitization, connectivity and mobility. To reach our goals we need to be even more global, agile, digital savvy, curious, open minded and collaborative. That is why we are looking for potential leaders who can help us to achieve this target and reach our vision together with us. In this role you will have the opportunity to guide a global organization to ensure cutting-edge technologies for our in-house [[area specific systems]] and develop the knowledge within this area.

Who are you?

Most importantly, you are an individual with great potential to provide a democratic type leadership. You want to progress in all the key areas of this position and develop into the great leader this team needs, striving for an inclusive development for the people who answer to you by coaching an encouraging them.

We also believe that you are technically curious, passionate about making a true difference and have a strong focus on employees’ strengths and opportunities. You believe in the power of people and close cooperation. Additionally, you are great at building both internal and external networks. You have a passion for the products and the processes you work with, which gives you an additional strength and motivation to make a true difference. industry has long been in your spectra of interest. Your strong engineering background will help you to excel in this role. Experiences from [specific area] engineering are appreciated, as well as knowledge within analyses and verification of products and processes, which would be an additional merit. Driving license and fluency in English is a requirement.

That sounds like you? Then we have a perfect mission for you!

Your mission!

• As a director of [[a central area engineering]] you will get the chance to work in an international environment with great opportunities and real impact upon the customer experience. We have a very strong heritage within [the area of focus] and your mission is to proceed with development and reach state of the art technology in this area.

• In this role you will work in close cooperation with our manufacturing community to ensure stable processes and a positive effect on the customers experience of our [Product ensuring methodology] and a premium quality maintenance are other vital factors that you will actively work with.

• With a global responsibility you will ultimately be leading through, and with the help of, other leaders and you will have three managers directly under your wing. In this position you will also be a part of [[another closely related area]] management team, which will enable even better internal collaboration.

Your team!

The team is global, consisting today of approximately 50 engineers. We are expanding the size and locations as we are moving into a more global production environment. With some of the services we are also supporting external customers. The leadership we value is a global and inclusive mind-set where you are eager to contribute to the team success. We believe in accepting real challenges, and we encourage others to do the same.

What we offer?
We truly believe in people-power, because everyone possesses unique strengths. We put great effort into creating a team spirited management team to share and learn from each other’s knowledge and experience. We believe that we are stronger as a team and we share the responsibility for developing the department and its employees. We actively try to create an atmosphere where we discover each other’s strengths, thus, supporting each other in the management team. We will support you in your mission and provide you with the best tools and resources to do that. For you, the opportunities and career paths at are wide and mostly depended on your strengths, efforts, and interests.

We are

The future belongs to those who are empowered by a great idea and have the ability to carry it out. At our mission is clear: “To be the world’s most progressive and desired company and to make people’s life less complicated”. We have bold targets when it comes to innovation, sales and customer satisfaction and to make this happen, we need talented people onboard. People that want to make a difference and create the next generation in a global, dynamic and respectful environment. We will support you to reach your full potential. Join us on this exciting journey.
Appendix B3: Ready leader + Autocratic leadership style condition

Position 3:

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is responsible for delivering fantastic premium quality with stunning design. The daily work includes transforming ideas into innovations to meet the high standards of in the world. With great devotion for the environment the customers are offered a genuine experience. If this is enough appealing for you and would like to join our organization of engineers, then we encourage you to read further!

Are you an open-minded, creative and engaged leader who dares to challenge and energize yourself and others around you? So are we!

is in the midst of an innovative transformation journey of digitization, connectivity and mobility. To reach our goals we need to be even more global, agile, digital savvy, curious, open minded and collaborative. That is why we are looking for skilled leaders who can help us to achieve this target and reach the vision for us. In this role you will have the opportunity to lead a global organization to ensure cutting-edge technologies for our in-house [area specific systems] and endorse the knowledge within this area.

Who are you?

Most importantly, you are a highly skilled individual who can provide strong leadership. You want to seize the opportunity to pursue this position for which you have all the required strengths and skills, striving to make the right decisions and showing the people who answer to you the way by leading with a firm hand.

We also believe that you are technically curious, passionate about making a true difference and have a strong focus on the strengths and opportunities that you can provide. You believe in the power of leading by example and taking responsibility. Additionally, you are great at building both internal and external networks. You have a passion for the products and the processes you work with, which gives you an additional strength and motivation to make a true difference. The industry has long been in your spectra of interest. Your strong engineering background makes you perfect for this role. Experiences from [specific area] engineering are appreciated, as well as knowledge within analyses and verification of products and processes, which would be an additional merit. Driving license and fluency in English is a requirement.

That sounds like you? Then you are the person we need!

Your mission!

• As a director of [a central area engineering] you will get the chance to work in an international environment with great opportunities and real impact upon the customer experience. We have a very strong heritage within [the area of focus] and your mission is to proceed with development and reach state of the art technology in this area.

• In this role you will work in proximity to our manufacturing community to ensure stable processes and a positive effect on the customers experience of our [Product ensuring methodology] and a premium quality maintenance are other vital factors that you will actively work with.

• With a global responsibility you will lead through other leaders and you will have three managers reporting directly to you. In this position you will also take part in [another closely related area] management team, which will offer you even more power over internal impact.

Your team!

The team is global, consisting today of approximately 50 engineers. We are expanding the size and locations as we are moving into a more global production environment. With some of the services we are also supporting external customers. The leadership we value is a global and influential mind-set where you naturally drive toward success. We believe in doing what you were born to do and encourage others to do the same.

What we offer?
We truly believe in individual power, because everyone possesses unique strengths. We put great effort into creating a strong management team to share and help others through our knowledge and experience. We believe that a team needs a strong leader whom holds the responsibility for developing the department and its employees. We actively try to create an atmosphere where we use our own strengths, thus, helping to support the management team. We need your support in our mission and will provide you with the best tools and resources to do that. For you, the opportunities and career paths at are wide and mostly depended on your strengths, efforts, and interests.

We are

The future belongs to those who are empowered by a great idea and have the ability to carry it out. At our mission is clear: “To be the world’s most progressive and desired company and to make people’s life less complicated”. We have bold targets when it comes to innovation, sales and customer satisfaction and to make this happen, we need talented people onboard. People that want to make a difference and create the next generation in a global, dynamic and respectful environment. We will support you to reach your full potential. Join us on this exciting journey.
Appendix B4: Ready leader + Democratic leadership style condition

Position 3:

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is responsible for delivering fantastic premium quality with stunning design. The daily work includes transforming ideas into innovations to meet the high standards of the in the world. With great devotion for the environment, the customers are offered a genuine experience. If this is enough appealing for you and would like to join our organization of engineers, then we encourage you to read further!

Are you an open-minded, creative and engaged leader who dares to challenge and energize yourself and others around you? So are we!

is in the midst of an innovative transformation journey of digitization, connectivity and mobility. To reach our goals we need to be even more global, agile, digital savvy, curious, open-minded and collaborative. That is why we are looking for skilled leaders who can help us to achieve this target and reach our vision together with us. In this role you will have the opportunity to guide a global organization to ensure cutting-edge technologies for our in-house [area specific systems] and endorse the knowledge within this area.

Who are you?

Most importantly, you are a highly skilled individual who can provide a democratic type leadership. You want to seize the opportunity to pursue this position for which you have all the required strengths and skills, striving for an inclusive development for the people who answer to you by coaching and encouraging them.

We also believe that you are technically curious, passionate about making a true difference and have a strong focus on employees’ strengths and opportunities. You believe in the power of people and close cooperation. Additionally, you are great at building both internal and external networks. You have a passion for the products and the processes you work with, which gives you an additional strength and motivation to make a true difference. Industry has long been in your spectra of interest. Your strong engineering background makes you perfect for this role. Experiences from [specific area] engineering are appreciated, as well as knowledge within analyses and verification of products and processes, which would be an additional merit. Driving license and fluency in English is a requirement.

That sounds like you? Then you are the person we need!

Your mission!

• As a director of [a central area engineering] you will get the chance to work in an international environment with great opportunities and real impact upon the customer experience. We have a very strong heritage within [the area of focus] and your mission is to proceed with development and reach state of the art technology in this area.

• In this role you will work in close cooperation with our manufacturing community to ensure stable processes and a positive effect on the customers experience of our [Product ensuring methodology] and a premium quality maintenance are other vital factors that you will actively work with.

• With a global responsibility you will lead through, and with the help of, other leaders and you will have three managers directly under your wing. In this position you will also be a part of [another closely related area] management team, which will offer you even better internal collaboration.

Your team!

The team is global, consisting today of approximately 50 engineers. We are expanding the size and locations as we are moving into a more global production environment. With some of the services we are also supporting external customers. The leadership we value is a global and inclusive mind-set where you naturally contribute to the team success. We believe in doing what you were born to do, and we encourage others to do the same.

What we offer?
We truly believe in people-power, because everyone possesses unique strengths. We put great effort into creating a team spirited management team to share and help others through our knowledge and experience. We believe that we are stronger as a team and we share the responsibility for developing the department and its employees. We actively try to create an atmosphere where we use each other’s strengths, thus, supporting each other in the management team. We need your support in our mission and will provide you with the best tools and resources to do that. For you, the opportunities and career paths are wide and mostly depended on your strengths, efforts, and interests.

We are

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