

Men and Women, Perceptions of the Leader's Characteristics Necessary for Leadership

Kenneth V. Oster, PhD

Kettering University Online Contributing Faculty - School of Management

<https://orcid.org/0000-0002-2194-6546>

Corresponding Author Email: [koster\[at\]kettering.edu](mailto:koster[at]kettering.edu)

Running Title: Perceptions of the Leader's Characteristics Necessary for Leadership

Abstract: *This study is an examination of the perceptions of men and women concerning seven specific leadership characteristics, and whether these characteristics have a bearing on the ability to assume increased leadership responsibility. The primary challenge for this study was finding a way to measure employee perceptions. The foundation for this article is this author's doctoral dissertation titled, "Men and Women, Perceptions of the Leader's Characteristics Necessary for Leadership (Oster, 2018)" The findings showed women having stronger perceptions for all seven leadership characteristics being examined. There were more variation in the percentages of support of men for the seven leadership characteristics, but by combining the percentages for both men and women, there was strong support for the perception that all seven leadership characteristics are absolutely essential for leadership. This study provides support for leadership training programs including instruction in the seven leadership characteristics examined in this study, and there is a need for continued study of how the diverse workforce of the 21st century perceives the need for leadership training. A good path for future research is an examination of the leadership perceptions of workers from the full demographic range of the American workforce.*

Keywords: Intelligence, diversity, women, men, leadership, characteristics, decisiveness, compassion, innovation, organization, and ambition.

1. Introduction

Questions concerning the need for increased leadership training have persisted for as long as organizations have needed leaders to direct their operations. One response to this need is the promotion of women into leadership positions, but surprisingly, there still is a "glass ceiling" keeping women from reaching their full potential (Chisholm - Burns, Spivey, Hagemann, & Josephson, 2017). The shortage of qualified entry - level leaders causes organizations to experience difficulties in controlling the basic operations of the organization (Hodges & Howieson, 2017). Although many researchers have produced studies on different facets of organizational leadership, there still is a shortage of peer reviewed research on the shortcomings of leadership training for entry - level leaders (Hyvari, 2006; Ingerson & Bruce, 2015; Packendorff 2014; Luo & Jiang, 2014).

Within the study of organizational leadership, diversity is an element creating challenges for businesses trying to recruit qualified leaders. Of interest in this study, is the differences in the way men and women view leadership characteristics within the organization, and if organizations have made a concerted effort to address diversity through their human resource activities (Janssens & Zanoni, 2014). When organizational human resource departments foster the recruitment of a diverse workforce, the organization gains strength (Janssens & Zanoni, 2014). If the organization does not know how to develop the leadership characteristics necessary to drive organizational effectiveness in a diverse workforce, many valuable workers move to other organizations which are meeting the needs of these workers (Sahin, Cubuk, & Uslu, 2014).

Many times, organizations thrust leadership responsibilities upon workers ill - prepared to become productive leaders. At issue, then, is the ability to find and support leadership characteristics that create value for the organization (Lichtenstein, 2012). The study focused on seven specific leadership characteristics that organizational leaders, supervisors, and managers feel are essential characteristics of good leaders. Early in their careers, many business leaders, supervisors, and managers find themselves thrust into leadership positions without having opportunity to develop good leadership characteristics (Berman, 2015). When this happens, self - starters gather the available resources, and get the job done (Sullivan, 2014). Sometimes, the best opportunity an aspiring leader has to develop good leadership characteristics is by applying his or her skills in an informal hands - on work situation. This study produced evidence on the value that men and women perceive of the leadership characteristics necessary to lead an organization. Leadership performance is measurable in several diverse ways. One important measure of leadership is organizational performance and profitability (Contino, 2004).

2. Theoretical Framework and Hypotheses

The theoretical framework for this research paper is the Transformational leadership framework (Wang, Oh, Courtright, & Colbert, 2011), and the Strengths Based Job Satisfaction Theory (Oster, 2023) with a focus on the perceptions of necessary leadership characteristics of men and women. The survey used in this research project came from a study by the Pew Research Group. This data gave the necessary support for accepting or rejecting of each hypothesis. The analysis of the data was through optimal scaling, creating frequency charts, model summaries, and ANOVA's. The purpose of this study was to examine whether men and women have different perceptions of the

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leadership characteristics required to properly perform leadership responsibilities. Utilizing an established body of data from the Pew Research Group, there was an examination of the perception of the participants of the value of different leadership characteristics (Datasets, 2016). The research questions focused on developing an understanding of the perceptions of men and women, in relationship to the ability to meet organizational expectations (Santos, Caetano, & Tavares, 2015). More specifically, do men and women have similar expectations on issues such as the ability to make critical decisions, supervise subordinates, make ethical decisions, articulate organizational goals, and make choices related to their own professional growth (Carton, Murphy, & Clark, 2015).

The variables and constructs reflect different perceptions of leadership characteristics such as intelligence, decisiveness, compassion, innovation, organization, and ambition. These leadership characteristic perceptions are measurable through optimal scaling, using OLS multiple regression analysis, utilizing a Likert style scale, which produced sufficient results to report in this scientific manuscript (Shrestha, 2009).

A hypothesis that comes from this theoretical framework is that leadership behavior and leadership characteristics should lead to job satisfaction. Researchers such as Bass (Bass, 1997) have long presented the idea of transformational leadership leading to improved leadership performance. A large body of research exists on the relationship between transformational leadership characteristics and the performance of leaders within an organizational structure (Bayram & Dinc, 2015; Garcia - Guiu, Moya, Molero, & Moriano, 2016; Valero, 2015).

Although many researchers feel that transformational leadership influences employee effectiveness, there remains many avenues for more study on the effect transformational leadership has on organizational performance (Garcia - Morales, Jimenez - Barrionuero, & Gutierrez - Gutierrez, 2012). This study used this theoretical framework to look at how transformational leadership theory relates to the fundamental leadership characteristics that organizational leaders perceive to be essential to effective leadership performance.

The rationale for the selected research questions starts with the participant pool. Both men and women are an essential element of the American workforce, and as such, their answers to this survey offered data shedding significant light on the value of leadership characteristics on leadership performance. Specifically, the survey questions elicited responses from how participants perceive seven specific leadership characteristics relate to leadership performance. The goal of the study was to find quantifiable data showing whether men and women have significantly different perceptions of the value of leadership characteristics.

3. Data Analysis

The survey utilized for this study contains responses from 914 men, and 921 women, with the responses reported as percentages for each of the questions. For purposes of

effective data analysis, the percentages were converted back to the raw numbers. The conversion of the percentages on the survey instrument back to the raw numbers replaces the sampling process. Since the exact number of participants is known, it is possible to accurately replicate the original numbers from when the men and women responded to the survey. A two - tailed G - power test with power set at .80, with effect size set at .50 yielded the data documented in the following table.

Table 1: G*Power Test Results

t tests - Means:	Difference between two independent means (two groups)
Analysis:	Sensitivity: Compute effect size
Input:	Tail (s) = Two
α err prob =	0.05
Power (1 - β err prob) = 0.80	
Sample size group 1 = 914	
Sample size group 2 = 921	
Output:	
Noncentrality parameter δ =	2.8030507
Critical t =	1.961259
Df	1833
Effect size d	0.130871

Note. The test measures the difference in the two groups in this research project: men and women. "G*Power: Statistical Power Analyses for Windows and Mac," Copyright 2010 - 2017 Heinrich - Heine - Universität Düsseldorf

Research question 1/ hypothesis

The following tables display the analysis for study question number one. The frequency chart in Table 2 gives a preliminary indication that women at a slightly higher rate (41.1 %) than men (38.4 %), perceive that the leadership characteristic of intelligence as absolutely essential. These are percentages of the entire survey population of 1835. Of the total survey population, 79.5 % perceive intelligence is an essential leadership characteristic.

Table 2: Frequency Table for Leadership Characteristic of Being Intelligent

	Frequency	Percent	Valid Percent	Cumulative Percent
Women - absolutely essential for a leader	755	41.1	41.1	41.1
Women - important, but not essential	129	7.0	7.0	48.2
Women - not important	28	1.5	1.5	49.7
Women - no answer	9	0.5	0.5	50.2
Men - absolutely essential for a leader	704	38.4	38.4	88.6
Men - important, but not essential	137	7.5	7.5	96.0
Men - not important	46	2.5	2.5	98.5
Men - no answer	27	1.5	1.5	100.0
Total	1835	100.0	100.0	

Note. The percentages for each category are out of the total population of 1835.

Q1. What is the relationship between gender perception and the importance of leaders being intelligent?

H1₀. There is no statistically significant relationship between gender perception and the importance of leaders being intelligent.

H1_a. There is a statistically significant relationship between gender perception and the importance of leaders being intelligent.

A key point to remember in this analysis of this data is the responses to the survey are about perceptions, not evidentiary based. The next necessary step to generate a more in - depth analysis of the responses to the value of the intelligence as a leadership characteristic was through optimal scaling. The Model Summary in Table 3 below shows an Adjusted R Square factor of.946, which means there was a 94.6 % confidence in the total variance that supports the perception that men and women perceive intelligence is an essential leadership characteristic.

Table 3: Model Summary for Characteristic of Being Intelligent

Multiple R	R Square	Adjusted R Square	Apparent Prediction Error
0.973	0.946	0.946	0.054

Catreg, Version 3.0, Leiden SPSS Group, Version 3.0, Leiden University, The Netherlands

In Table 4 the significance value is.000, which is $p < .001$, meaning the value to be significant, once again supporting the perception by men and women that intelligence is an essential leadership characteristic.

Table 4: ANOVA for Characteristic of Being Intelligent

	Sum of Squares	df	Mean Square	F	Sig.
Regression	1735.792	2	867.896	6026.747	0.000
Residual	99.208	1832	0.052		
Total	1835.000	1834			

Catreg, Version 3.0, Leiden SPSS Group, Version 3.0, Leiden University, The Netherlands

The graph in Figure 1 shows most of the men and women perceive that intelligence is absolutely essential for a leader. The graph also shows that women to a slightly greater degree perceive the essential nature of intelligence.

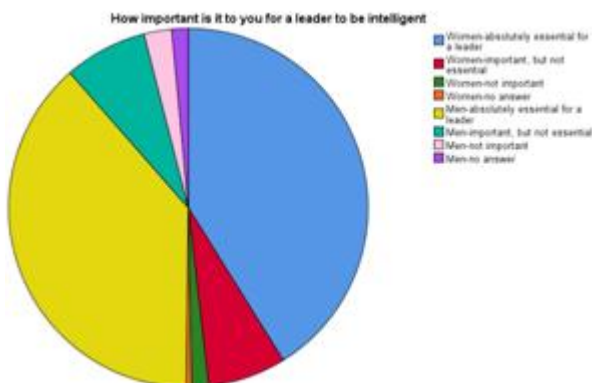


Figure 1: Graph of Perceptions of the Leadership Characteristic of Being Intelligent

Note. Catreg, Version 3.0, Leiden SPSS Group, Version 3.0, Leiden University, The Netherlands.

Research question 2/hypothesis

Q2. What is the relationship between gender perception and the importance of leaders being decisive?

H2₀. There is no statistically significant relationship between gender perception and the importance of leaders being decisive.

H2_a. There is a statistically significant relationship between gender perception and the importance of leaders being decisive.

The frequency chart in Table 5 gives a preliminary indication that women at a slightly higher rate (40.7 %) than men (38.9 %), perceive that the leadership characteristic of decisiveness is absolutely essential. These are percentages of the entire survey population of 1835. Of the total survey population, 79.6 % perceive decisiveness is an essential leadership characteristic.

Table 5: Frequency Table for Leadership Characteristic of Being Decisive

	Frequency	Percent	Valid Percent	Cumulative Percent
Women - absolutely essential for a leader	746	40.7	40.7	40.7
Women - important, but not essential	129	7.0	7.0	47.7
Women - not important	28	1.5	1.5	49.2
Women - no answer	18	1.0	1.0	50.2
Men - absolutely essential for a leader	713	38.9	38.9	89.0
Men - important, but not essential	128	7.0	7.0	96.0
Men - not important	55	3.0	3.0	99.0
Men - no answer	18	1.0	1.0	100.0
Total	1835	100.0	100.0	

Note. The percentages for each category are out of the total population of 1835.

The next step is to generate a more in - depth analysis of the responses to the value of the decisiveness as a leadership characteristic is with optimal scaling. The Model Summary in Table 6 below shows an Adjusted R Square factor of.903, which means there was 90.3% confidence in the total variance that supports the perception that men and women perceive decisiveness is an essential leadership characteristic.

Table 6: Model Summary for Characteristic to be Decisive

Multiple R	R Square	Adjusted R Square	Apparent Prediction Error
0.950	0.903	0.903	0.097

Catreg, Version 3.0, Leiden SPSS Group, Version 3.0, Leiden University, The Netherlands

In Table 7 the significance value is.000, which is $p < .001$, meaning the value to be significant, once again supporting the perception by men and women that being decisive is an essential leadership characteristic.

Table 7: ANOVA for Characteristic of Being Decisive

	Sum of Squares	df	Mean Square	F	Sig.
Regression	1656.826	3	522.275	5675.435	0.000
Residual	178.174	1831	0.097		
Total	1835.000	1834			

Catreg, Version 3.0, Leiden SPSS Group, Version 3.0, Leiden University, The Netherlands

The graph in Figure 2 shows most of the men and women perceive that decisiveness is absolutely essential for a leader. The graph also shows that women to a slightly greater degree perceive the essential nature of decisiveness.

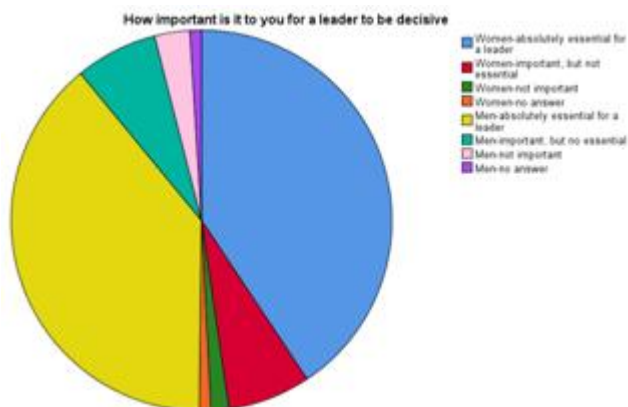


Figure 2: Graph of Perceptions of the Leadership Characteristic of Being Decisive. Catreg, Version 3.0, Leiden SPSS Group, Version 3.0, Leiden University, The Netherlands.

Research question 3/hypothesis

Q3. What is the relationship between gender perception and the importance of leaders being compassionate?

H3₀. There is no statistically significant relationship between gender perception and the importance of leaders being compassionate.

H3_a. There is a statistically significant relationship between gender perception and the importance of leaders being compassionate.

The frequency chart in Table 8 gives a preliminary sign that women at a higher rate (32.9 %) than men (23.4 %), perceive that the leadership characteristic of compassion is absolutely essential. These are percentages of the entire survey population of 1835. Of the total survey population, 56.3 % perceive compassion is an essential leadership characteristic.

Table 8: Frequency Table for Leadership Characteristic of Being Compassionate

	Frequency	Percent	Valid Percent	Cumulative Percent
Women - absolutely essential for a leader	603	32.9	32.9	32.9
Women - important, but not essential	267	14.6	14.6	47.4
Women - not important	28	1.5	1.5	48.9
Women - no answer	23	1.3	1.3	50.2
Men - absolutely essential for a leader	430	23.4	23.4	73.6
Men - important, but not essential	393	21.4	21.4	95.0
Men - not important	64	3.5	3.5	98.5
Men - no answer	27	1.5	1.5	100.0
Total	1835	100.0	100.0	

Note. The percentages for each category are out of the total population of 1835.

A more in - depth analysis of the responses to the value of the compassion as a leadership characteristic is through

optimal scaling presents a different result than the previous research questions. The Model Summary in Table 9 below shows an Adjusted R Square factor of.978. However, the Model Summary shows an Apparent Prediction Error of.022, creating an initial suspicion there is less support for the leadership characteristic of compassion.

Table 9: Model Summary for Characteristic of Being Compassionate

Multiple R	R Square	Adjusted R Square	Apparent Prediction Error
0.989	0.978	0.978	0.022

Catreg, Version 3.0, Leiden SPSS Group, Version 3.0, Leiden University, The Netherlands

In Table 10 the significance value is.000, which is $p < .001$, meaning the value to be significant, once again supporting the perception by men and women that compassion is an essential leadership characteristic.

Table 10: ANOVA for Characteristic of Being Compassionate

	Sum of Squares	df	Mean Square	F	Sig.
Regression	1794.768	4	448.692	20409.128	0.000
Residual	40.232	1830	0.022		
Total	1835.000	1834			

Catreg, Version 3.0, Leiden SPSS Group, Version 3.0, Leiden University, The Netherlands.

The graph in Figure 3 shows a slim majority of men and most women perceive that compassion is absolutely essential for a leader. The graph also shows that women to a greater degree perceive the essential nature of compassion. The results for this leadership characteristic show a diversity of opinion between men and women.

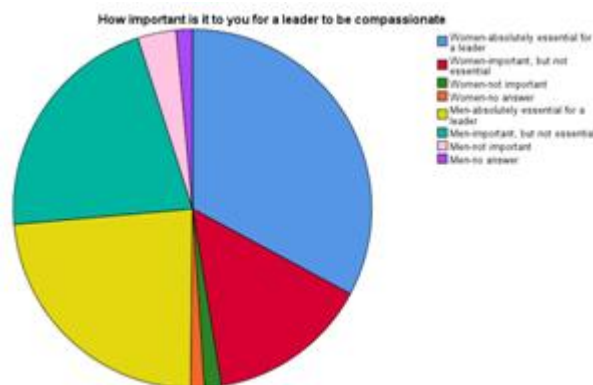


Figure 3: Graph of Perceptions of the Leadership Characteristic of Being Compassionate. Catreg, Version 3.0, Leiden SPSS Group, Version 3.0, Leiden University, The Netherlands.

Research question 4/hypothesis

Q4. What is the relationship between gender perception and the importance of leaders being innovative?

H4₀. There is no statistically significant relationship between gender perception and the importance of leaders being innovative.

H4_a. There is a statistically significant relationship between gender perception and the importance of leaders being innovative.

The frequency chart in Table 11 gives a preliminary sign that women at a higher rate (30.6 %) than men (25.4 %), perceive that the leadership characteristic of innovation is absolutely essential. These are percentages of the entire survey population of 1835. Of the total survey population, 56 % perceive innovation as an essential leadership characteristic.

Table 11: Frequency Table for Leadership Characteristic of Being Innovative

	Frequency	Percent	Valid Percent	Cumulative Percent
Women - absolutely essential for a leader	562	30.6	30.6	30.6
Women - important, but not essential	322	17.5	17.5	48.2
Women - not important	28	1.5	1.5	49.7
Women - no answer	9	0.5	0.5	50.2
Men - absolutely essential for a leader	466	25.4	25.4	75.6
Men - important, but not essential	366	19.9	19.9	95.9
Men - not important	64	3.5	3.5	99.9
Men - no answer	18	1.0	1.0	100.0
Total	1835	100.0	100.0	

Note. The percentages for each category are out of the total population of 1835.

An in - depth analysis of the responses to the value of the innovation as a leadership characteristic through optimal scaling presents an interesting set of results. The Model Summary in Table 12 below shows an Adjusted R Square factor of.943. However, please note that the Model Summary shows an Apparent Prediction Error of.057, creating an initial suspicion there is less support for the leadership characteristic of innovation.

Table 12: Model Summary for Characteristic to be Innovative

Model Summary for Characteristic of Being Ambitious			
Multiple R	R Square	Adjusted R Square	Apparent Prediction Error
0.971	0.943	0.943	0.057

Catreg, Version 3.0, Leiden SPSS Group, Version 3.0, Leiden University, The Netherlands

In Table 13 the significance value is.000, which is $p < .001$, meaning the value to be significant, once again supporting the perception by men and women that innovation is an essential leadership characteristic.

Table 13: ANOVA for Characteristic of Being Innovative

	Sum of Squares	df	Mean Square	F	Sig.
Regression	1729.83	3	576.61	10038.729	0
Residual	105.17	1831	0.057		
Total	1835	1834			

Catreg, Version 3.0, Leiden SPSS Group, Version 3.0, Leiden University, The Netherlands

The graph in Figure 4 shows a very slim majority of men and most women perceived that innovation is absolutely essential for a leader. The graph also shows that women to a greater degree perceive the essential nature of innovation.

The results for this leadership characteristic show a diversity of opinion between men and women.

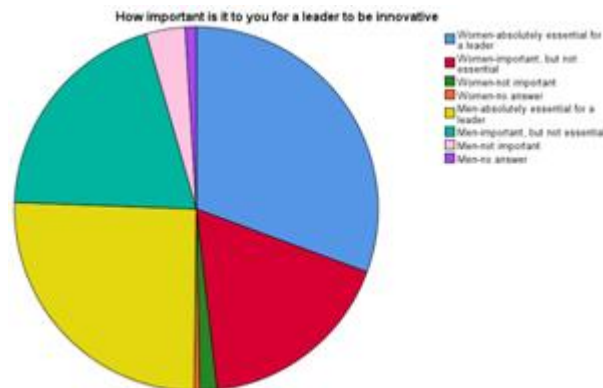


Figure 4: Graph of Perceptions of the Leadership Characteristic of Being Innovative. Catreg, Version 3.0, Leiden SPSS Group, Version 3.0, Leiden University, The Netherlands.

Research question 5/hypothesis

Q5. What is the relationship between gender perception and the importance of leaders having organizational skill?

H5₀. There is no statistically significant relationship between gender perception and the importance of leaders having organizational skill.

H5_a. There is a statistically significant relationship between gender perception and the importance of leaders having organizational skill.

The frequency chart in Table 14 gives a preliminary sign that women at a very narrowly higher rate (34.1%) more than men (32.6%), perceive that the leadership characteristic of organization is absolutely essential. These are percentages of the entire survey population of 1835. Of the total survey population, 66.7% perceive organization as an essential leadership characteristic.

Table 14: Frequency Table for Leadership Characteristic of Having Organizational Skill

	Frequency	Percent	Valid Percent	Cumulative Percent
Women - absolutely essential for a leader	626	34.1	34.1	34.1
Women - important, but not essential	249	13.6	13.6	47.7
Women - not important	28	1.5	1.5	49.2
Women - no answer	18	1.0	1.0	50.2
Men - absolutely essential for a leader	599	32.6	32.6	82.8
Men - important, but not essential	239	13.0	13.0	95.9
Men - not important	55	3.0	3.0	98.9
Men - no answer	21	1.1	1.1	100.0
Total	1835	100.0	100.0	

Note. The percentages for each category are out of the total population of 1835.

An in - depth analysis of the responses to the value of the organization as a leadership characteristic through optimal scaling presents an interesting set of results. The Model Summary in Table 15 below shows an Adjusted R Square factor of.948. Please note the Model Summary shows an

Apparent Prediction Error of.052, creating an initial suspicion there is less support for the leadership characteristic of organization.

Table 15: Model Summary for Characteristic of Being Organized.

Multiple R	R Square	Adjusted R Square	Apparent Prediction Error
0.974	0.948	0.948	0.052

Catreg, Version 3.0, Leiden SPSS Group, Version 3.0, Leiden University, The Netherlands

In Table 16 the significance value is.000, which is $p < .001$, meaning the value to be significant, once again supporting the perception by men and women that organization is an essential leadership characteristic.

Table 16: ANOVA for Characteristic of Being Organized

	Sum of Squares	df	Mean Square	F	Sig.
Regression	1740.260	2	870.130	16825.739	.000
Residual	94.740	1832	0.052		
Total	1835.000	1834			

Catreg, Version 3.0, Leiden SPSS Group, Version 3.0, Leiden University, The Netherlands

The graph in Figure 5 shows a very slim majority of men and most women perceived that organization is absolutely essential for a leader. The graph also shows that women to a greater degree perceive the essential nature of organization. The results for this leadership characteristic show some similarity of opinion between men and women.

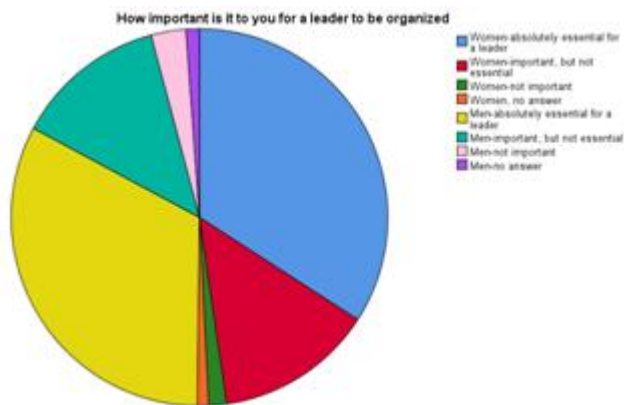


Figure 5: Graph of Perceptions of the Leadership Characteristic of Being Organized. Catreg, Version 3.0, Leiden SPSS Group, Version 3.0, Leiden University, The Netherlands.

Research question 6/hypothesis

Q6. What is the relationship between gender perception and the importance of leaders being ambitious?

H6₀. There is no statistically significant relationship between gender perception and the importance of leaders being ambitious.

H6_a. There is a statistically significant relationship between gender perception and the importance of leaders being ambitious.

The frequency chart in Table 17 gives a preliminary sign that women at a very narrowly higher rate (28.6%) more

than men (23.9%), perceive that the leadership characteristic of ambition is absolutely essential. These are percentages of the entire survey population of 1835. Of the total survey population, 52.5% perceive ambition as an essential leadership characteristic. It is important to point out that the frequency chart shows that most of the men do not perceive that ambition is an absolutely essential leadership characteristic.

Table 17: Frequency Table for Leadership Characteristic of Being Ambitious

	Frequency	Percent	Valid Percent	Cumulative Percent
Women - absolutely essential for a leader	525	28.6	28.6	28.6
Women - important, but not essential	304	16.6	16.6	45.2
Women - not important	65	3.5	3.5	48.7
Women - no answer	27	1.5	1.5	50.2
Men - absolutely essential for a leader	439	23.9	23.9	74.1
Men - important, but not essential	356	19.4	19.4	93.5
Men - not important	91	5.0	5.0	98.5
Men - no answer	28	1.5	1.5	100.0
Total	1835	100.0	100.0	

Note. The percentages for each category are out of the total population of 1835.

An in - depth analysis of the responses to the value of the ambition as a leadership characteristic through optimal scaling presents an interesting set of results. The Model Summary in Table 18 below shows an Adjusted R Square factor of.924. Please note the Model Summary shows an Apparent Prediction Error of.076, creating an initial suspicion there is less support for the leadership characteristic of ambition.

Table 18

Model Summary for Characteristic of Being Ambitious			
Multiple R	R Square	Adjusted R Square	Apparent Prediction Error
0.961	0.924	0.924	0.076

Catreg, Version 3.0, Leiden SPSS Group, Version 3.0, Leiden University, The Netherlands

In Table 19 the significance value is.000, which is $p < .001$, meaning the value to be significant, once again supporting the perception by men and women that ambition is an essential leadership characteristic.

Table 19: ANOVA for Characteristic of Being Ambitious

	Sum of Squares	df	Mean Square	F	Sig.
Regression	1695.634	3	565.211	7425.813	0
Residual	139.366	1831	0.076		
Total	1835	1834			

Catreg, Version 3.0, Leiden SPSS Group, Version 3.0, Leiden University, The Netherlands

The graph in Figure 6 shows a very slim majority of men and most women perceived that ambition is absolutely essential for a leader. The graph also shows that women to a greater degree perceive the essential nature of ambition. The

results for this leadership characteristic show that most of the men did not see this leadership characteristic as absolutely essential.

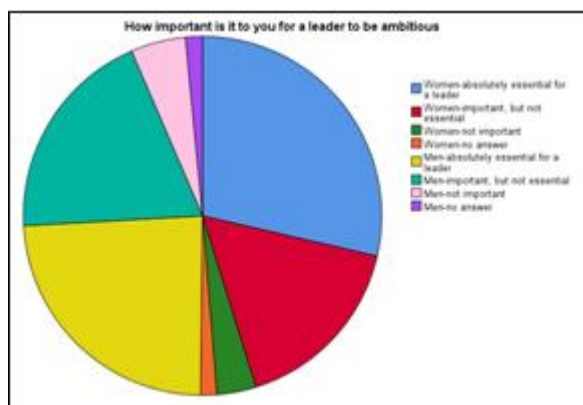


Figure 6: Graph of Perceptions of the Leadership Characteristic of Being Ambitious. Catreg, Version 3.0, Leiden SPSS Group, Version 3.0, Leiden University, The Netherlands.

Research question 7/hypothesis

Q7. What is the relationship between gender perception and the importance of leaders being honest?

H7₀. There is no statistically significant relationship between gender perception and the importance of leaders being honest.

H7_a. There is a statistically significant relationship between gender perception and the importance of leaders being honest.

The frequency chart in Table 20 gives a preliminary sign that women at a higher rate (44.1%) more than men (40.4%), perceive that the leadership characteristic of honesty is absolutely essential. These are percentages of the entire survey population of 1835. Of the total survey population, 84.5% perceive honesty as an essential leadership characteristic. It is important to point out that the frequency chart shows that most of the men do not perceive that honesty as an absolutely essential leadership characteristic.

Table 20: Frequency Table for Leadership Characteristic of Being Honest

	Frequency	Percent	Valid Percent	Cumulative Percent
Women - absolutely essential for a leader	810	44.1	44.1	44.1
Women - important, but not essential	74	4.0	4.0	48.2
Women - not important	18	1.0	1.0	49.2
Women - no answer	19	1.0	1.0	50.2
Men - absolutely essential for a leader	741	40.4	40.4	90.6
Men - important, but not essential	90	4.9	4.9	95.5
Men - not important	64	3.5	3.5	99.0
Men - no answer	19	1.0	1.0	100.0
Total	1835	100.0	100.0	

Note. The percentages for each category are out of the total population of 1835.

An in - depth analysis of the responses to the value of the honesty as a leadership characteristic through optimal scaling presents an interesting set of results. The Model Summary in Table 21 below shows an Adjusted R Square factor of.948. The Model Summary shows an Apparent Prediction Error of.052.

Table 21: Model Summary for Characteristic of Being Honest

Multiple R	R Square	Adjusted R Square	Apparent Prediction Error
0.974	0.948	0.948	0.052

Catreg, Version 3.0, Leiden SPSS Group, Version 3.0, Leiden University, The Netherlands

In Table 22 the significance value is.000, which is $p < .001$, meaning the value to be significant, once again supporting the perception by men and women that honesty is an essential leadership characteristic.

Table 22: ANOVA for Characteristic of Being Honest

	Sum of Squares	df	Mean Square	F	Sig.
Regression	1740.492	2	870.246	16869.327	.000
Residual	94.508	1832	.052		
Total	1835.000	1834			

Catreg, Version 3.0, Leiden SPSS Group, Version 3.0, Leiden University, The Netherlands

The graph in Figure 7 shows most of the men and most women perceived that honesty is absolutely essential for a leader. The graph also shows that women to a greater degree perceive the essential nature of ambition.



Figure 7: Graph of Perceptions of the Leadership Characteristic of Being Honest. Catreg, Version 3.0, Leiden SPSS Group, Version 3.0, Leiden University, The Netherlands.

4. Evaluation of the Findings

The percentage of women who have a perception that the leadership characteristic of being intelligent is absolutely essential is 41.1%, and the percentage of men who have a perception that the leadership characteristic of being intelligent is absolutely essential is 38.4%, with a significance value of.000, which is $p < .001$. For women, the total percentage for the important, not important, and no answer categories is 9%. For men, these three categories add

up to 11.5%. Of the total survey population, 79.5 % perceive being intelligent as an essential leadership characteristic. The percentages for each category are out of the total population of 1835.

The percentage of women who have a perception that the leadership characteristic of being decisive is absolutely essential was 40.1%, and the percentage of men who have a perception that the leadership characteristic of being decisive is absolutely essential was 38.9%, with a significance value of.000, which is $p < .001$. For women, the total percentage for the important, not important, and no answer categories is 9.5%. For men, these three categories add up to 11%. Of the total survey population, 79.6 % perceive being decisive as an essential leadership characteristic.

The percentage of women who have a perception that the leadership characteristic of being compassionate is absolutely essential is 32.9%, and the percentage of men who have a perception that the leadership characteristic of being compassionate is absolutely essential is 23.4%, with a significance value of.000, which is $p < .001$. For women, the total percentage for the important, not important, and no answer categories was 14.4%. For men, these three categories add up to 26.4%. Of the total survey population, 56.3% perceive being compassionate as an essential leadership characteristic.

The percentage of women who have a perception that the leadership characteristic of being innovative is absolutely essential was 30.6%, and the percentage of men who have a perception that the leadership characteristic of being innovative is absolutely essential was 25.4%, with a significance value of.000, which is $p < .001$. For women, the total percentage for the important, not important, and no answer categories was 19.5%. For men, these three categories add up to 24.4%. Of the total survey population, 56% perceive being innovative as an essential leadership characteristic.

The percentage of women who have a perception that the leadership characteristic of having organizational skill is absolutely essential was 34.1%, and the percentage of men who have a perception that the leadership characteristic of having organizational skill is absolutely essential was 32.6%, with a significance value of.000, which is $p < .001$. For women, the total percentage for the important, not important, and no answer categories was 16.1%. For men, these three categories add up to 17.1%. Of the total survey population, 66.7% perceive being - organized as an essential leadership characteristic.

The percentage of women who have a perception that the leadership characteristic of being ambitious is absolutely essential was 28.6%, and the percentage of men who have a perception that the leadership characteristic of being ambitious is absolutely essential was 23.9%, with a significance value of.000, which is $p < .001$. For women, the total percentage for the important, not important, and no answer categories was 21.6%. For men, these three categories add up to 25.9%. Of the total survey population,

52.5% perceive being ambitious as an essential leadership characteristic.

The percentage of women who have a perception that the leadership characteristic of being honest is absolutely essential was 44.1%, and the percentage of men who have a perception that the leadership characteristic of being honest is absolutely essential was 40.4%, with a significance value of.000, which is $p < .001$. For women, the total percentage for the important, not important, and no answer categories was 6%. For men, these three categories add up to 9.4%. Of the total survey population, 84.5% perceive being - organized as an essential leadership characteristic.

5. Summary

The perceptions of the leadership characteristics of good leaders can be viewed through The Strengths Based Job Satisfaction Theory(Oster, 2023)as perceptions of leadership characteristics can be perceived as job strengths. Also the Transformational leadership is an important element in a participative process whereby leaders work with employees to facilitate change in the organization. The results of this study produced results which indicate that the participants surveyed expressed perceptions consistent with a transformational leadership style.

It is important to note at this point that for the seven research questions, women placed a slightly greater level of importance for all seven questions. On more than one of the questions, the higher level of importance expressed by women carried the absolutely essential vote over 50%, even though for the men absolutely essential vote was a much lower percentage in comparison to the whole. For research question number one; men and women's joint percentage of 79% showed solid support for intelligence as an essential leadership characteristic. For research question number two; men and women's joint percentage of 79.6 % showed solid support for being decisive as an essential leadership characteristic. For research question number three; men and women's combined percentage of 56.3% provides less support for being compassionate as an essential leadership characteristic. For this research question, the percentage for men voting for absolutely essential (23.4%) dropped off significantly. For research question number four; men and women's combined percentage of 56% also provides less support for being innovative as an essential leadership characteristic. For this research question, the percentage for men voting for absolutely essential (25.4%) also provides less support for being innovative as an essential leadership characteristic.

For research question number five; men and women's combined percentage of 66.7% showed solid support for having organizational skill as an essential leadership characteristic. For research question number six; men and women's combined percentage of 52.5% provides marginal support for being ambitious as an essential leadership characteristic. For this research question, the percentage for women was only 28.6%, and for men only 23.9%. The observation here is that men do not see being ambitious as an essential leadership characteristic. For research question number seven; men and women's joint percentage of 84.5%

displays solid support for being honest as an essential leadership characteristic.

Significant interest exists in current literature concerning the necessity of leaders having certain leadership characteristics (Strum, Vera, & Crossan, 2017). The results of the analysis for this study are consistent with an expectation that leaders display competence through their leadership characteristic. The analysis did show that some of the leadership characteristics carry more weight with women than men, and this result was consistent with current literature on the subject (Stead, 2014).

The analysis examined each research question individually, with a careful consideration of relationship between the votes of men and women. A careful review of the results show that women displayed more support for each leadership characteristic than men. For some of the questions, men did not have as strong a perception that the leadership characteristic is absolutely essential for a leader to possess. When combining leadership characteristic percentages from men and women, there was support for all the leadership characteristics being - considered absolutely essential. Men displayed a much greater diversity of opinion than women for each of the leadership characteristics. Each of the seven leadership characteristics fit well into the transformational leadership framework, and provides further application for the the Strengths Based Job Satisfaction Theory (Oster, 2023). This research project provides a valuable resource for business and academic leaders interested in providing leadership character training for aspiring leaders.

6. Limitations of the Study and Opportunities for Future Research

This study was conducted at a single point in time, and it is recognized there is a necessity for further in - depth research into the subject of leadership characteristics for both men and women in the workforce. A possible path for further study may be research into the impacts of employers not providing leadership training fully utilizes the job experience and skills of employees, and the positive role employers can play when providing training that leads to employees enjoying their highest aspirations of employees. Other job satisfaction principles such as emotions, passion for work, and employee autonomy are other avenues for study under the Strengths Based Job Satisfaction Theory. Research shows that employees value and autonomy they may be able to achieve in their employment (Zhou, 2020).

7. Ethical Considerations

Ethical review and approval for this study was obtained through the Institutional Review Board of Northcentral University as part of a doctoral dissertation. Permission for the use of the Pew Research Center study was obtained as a part of that same dissertation process. There was no direct contact between the participants and the researcher in this study.

We have no known conflicts of interest to disclose.

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