



LEVEL/ LEFEL 7

Assignment Title: **Literature Review on the Research of**
Female Leadership in Enterprises

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Part 1 Literature review

This part mainly introduces the key concepts and related theories of female leadership, and makes critical review on the current research situation and direction of female leadership, which helps to find research gaps and future research areas in this field.

1.1 Leadership

Since the 1980s, leadership has always been a hot issue in management and organizational behavior research. Previous researchers have conducted various theoretical and empirical studies on leadership from different perspectives.

Stogdill was one of the early scholars trying to define leadership. He believes that leadership is the ability to enable subordinates to understand what the organization is trying to achieve and motivate subordinates to work hard to achieve the goal (Stogdill, 1948). Bass proposes from the perspective of power that leadership can enable leaders to adjust their way of doing things at any time, thus providing clear guidance to the members of the organization and helping the organization determine its future direction and goals (Bass, 1985). According to Katz, leadership is the impact of interpersonal interactions, and more precisely, the working relationship between leaders and followers (Katz and Kahn, 1978; Rost, 1993). Zhijie believes that leadership is a kind of behavior performance process of leaders. Leaders can inspire their subordinates to fight with them through their charm and appeal, so as to achieve organizational goals (Zhijie, 2011). Virgil Popovici thinks that leadership is a dynamic process in which leadership can organize and coordinate subordinates and peers to perform organizational goals or tasks (Popovici, 2012). In the view of P. Drucker, leadership is a capability that enhances the human career and raises work efficiency to a higher standard. Meanwhile, it is also a capability to shape the charm of personality (Drucker, 2012). From a comprehensive perspective, Xing Yan and others give leadership an inclusive concept. She believes that leadership is a kind of behavior, power and influence, which can achieve the organization's stated goals and the optimal allocation

of leadership resources. Therefore, leaders, organizational members and leadership environment can interact harmoniously (Yan, 2017; Xinyu,2017).

According to the above analysis, in this study, leadership means a dynamic process that establishes a development vision for the organization and affects the subordinates' struggle to achieve the goal.

1.2 Female leadership

With the continuous development of economy and society, women's social roles are constantly changing, and women have begun to contribute to the organization and society as leaders, which gradually aroused scholars' interest in the research of female leadership. However, at present, scholars have not reached a consensus on the connotation of female leadership.

Wang Weihua defines women's leadership from two perspectives, narrow and broad. In a narrow sense, he thinks it's the result of distinguishing leaders by gender. Broadly speaking, it refers to leadership with female personality (Weihua, 2010). According to Xing Yan, Women's leadership ability mainly includes the ability to develop organizational vision, set strategic goals, build corporate culture as well as standardize system (Yan, 2017). Corinne post holds that female leadership is the ability of female leaders to take full advantage as well as female characteristics and charisma in a specific work environment. It can affect the ability of members to voluntarily reach their potential and contribute to the organization (Mobley, 1977; Fangfang, 2007; Shubing and Mei, 2016). Zhou Min considers that female leadership is a word that emerged with the emergence of female leaders, and it refers to leadership behaviors that take women as the research object(Kai and Min, 2014). Shang Ke considers women's leadership is the sum of all kinds of abilities that women, as leaders in organizations, embody in the process of leading members to achieve organizational goals (Ke, 2018). Wood makes a thorough inquiry of female leadership roles from communication, gender, culture, style, behavior and needs and thinks that female leaders showed more significant leadership than male leaders on the basis of communication ability,

personality characteristics, cultural characteristics (Chapman and Luthans, 1975; Jogulu and Wood, 2006; Eagly, 2007).

According to the above analysis, the understanding of female leadership adopted in this study is that it's the sum of women's abilities, strengths as well as charms that unite members to achieve organizational goals and visions.

1.3 Current research situation and direction of female leadership

This part mainly analyzes and comments on the current research status of female leadership. According to the literatures, the author summarizes the five perspectives of female leadership research.

1.3.1 Research on the characteristics of female leadership

At present, research on the characteristics of female leaders is influenced by the trait theory of leadership. Based on the gender features and stereotype, the research direction is mainly to analyze the good qualities of female leaders.

Shi Qinghua and others summarize female characteristics as basic quality and leadership ability, including physiological, emotional quality, leadership ability, thinking mode, learning ability and acceptance ability, which are more advantageous than male leaders (Qinghua, Xiaohong and Guohua, 2012).

According to Jiang Lai, female leadership is influenced by their father, early family member relationship and life style, resulting in three spiritual characteristics of role model and mentor, namely, being good at innovation, excellent social skills and effective communication (Lai, 2012).

Ye Zhonghai divides women's leadership into three levels. The basic level refers to the ability of investigation and research, philosophical thinking ability, psychological tolerance and adaptability, and the ability to cooperation with men. The middle level includes the ability to predict and make decisions, the ability to socialize, the ability of knowing people as well as being good at performing duties, the ability of directing work, and the ability of adaptability. The top level is composed of the ability of innovation

(Zhonghai, 2000).

The team led by female leaders often shows more team cohesiveness, participatory learning ability as well as social communication ability than that led by male leaders (Post, 1998).

1.3.2 Research on the differences between male and female leadership styles and behaviors

Leadership style is a way for leaders to implement power (Zhen, 2015). In the 1940s, K. Lewin, an American social psychologist, first studied and classified leadership styles. He divided leadership into three styles: democratic, autocratic as well as laissez faire (Lewin, 1947). In the 1980s, Burns proposed leadership styles of "transformational leadership" and "transactional leadership" (Lu, 2014; Jones and Jones, 2017).

Female leaders have more delicate personality traits, emotional and glamor, which is conducive to enhancing team cohesion, consistency of consciousness, and maximizing the role of leadership. Female leaders usually value work relationships, and their concern for trust and encouragement of subordinates is considered a better way to deal with interpersonal relationships (Yan, 2017).

Different perceptions of gender roles in society have led to significant differences in male and female leadership styles and behaviors. It turns out that female leaders are better at interpersonal communication than men. In addition, female leadership styles may be more task-oriented. Therefore, male leaders are more inclined to authoritative leadership styles, while female leaders are more inclined to adapt leadership style (Chapman and Luthans, 1975; Sidani, Konrad and Karam, 2015a; Zhen, 2015).

Women leaders in family-owned businesses place greater emphasis on balancing work and family. Female leaders show greater balance, dependence and participation in the family (Chen *et al.*, 2018).

The overall evaluation of women's leadership style and internal evaluation of the organization have strong cultural characteristics. They reflect the firm values, attitudes and beliefs of each country. Although this is not accidental, it highlights the need for

caution when interpreting Western findings and transplanting them to other cultures (D.Jogulu and Wood, 2008).

Women's leadership styles are mainly democratic, interactive, and participatory, and they focus on flexible and people-oriented leadership, showing different characteristics from men. Although this may exaggerate the impact of gender differences, female leaders have broken the monopoly position of male leaders (Zhen, 2015).

Women's leadership style has been able to affect job satisfaction. Women's leadership significantly affect women's wage distribution and company performance than male leaders (Flabbi *et al.*, 2019; Rahman, 2018)

Leadership style and behavior are considered important for promotion, especially motivation. Therefore, it is suggested that male and female leaders seeking promotion should show these inspiring motivational behaviors (van Emmerik, Wendt and Euwema, 2010; Vinkenburg *et al.*, 2011).

1.3.3 Research on the advantages and deficits of female leadership

Due to the gender characteristics of women, they have unique advantages over men in terms of psychology, physiology, thinking, emotion, and values. The qualities of female leaders are summarized as: tenacious, approachable, empathetic, sensitive, insightful and dedicated. Besides, women have a keen sixth sense instinct, and can use their intuition to make bold innovations, make decisive decisions, and be flexible. Compared with men, women leaders are most productive, goal-oriented and result-oriented and pragmatic. Therefore, women's leadership is no worse than men (Yan, 2017).

Female leaders are more cooperative, more engaged, and more cohesive than male leaders and their collaborative learning and participatory communication with dispersed teams is smoother(Post, 1998).

Companies with more female employees benefit from appointing women as leaders. For example, companies with female CEOs have a positive impact on sales each female employee (Flabbi *et al.*, 2019). Meanwhile, women's leadership can

significantly improve the company's conditions, including company culture, performance growth, bankruptcy risk as well as philanthropy. Companies with more women leaders earn more than companies with fewer women leaders. Other benefits of female leadership include increased oversight and reduced fraud and misappropriation (Chisholm-Burns *et al.*, 2017).

In a cultural stereotype, women can't distinguish the role of family from that of work (Sidani, Konrad and Karam, 2015).

As a result of the patriarchal structure, men are more obviously preferred than women, and women's role in parenting parents and children in the family, which is the major obstacle to improving female leadership (Sidani, Konrad and Karam, 2015).

Although there are no significant differences in style and behavior between male and female leaders, prejudice against women in terms of selection and promotion still exists, which is an issue that requires further research (Gipson *et al.*, 2017).

1.3.4 Research on the position and role of female leadership

Women may now be more visible to the public than in the past, but it is a misunderstanding to regard “women as leaders” or “women in management” as a special form of leadership. Women themselves are part of the problem of social conditions of gender inequality (Hearn and Wendy Parkin, 1986).

There is no strong empirical evidence on how corporate structure affects the impact of women's leadership. McKinsey's correlation suggests that corporates with three or more women perform better on a variety of organizational performance indicators (Ford and Pande, 2011).

Senior management teams around the world are dominated by male leaders and relatively few female leaders. The gender ratio of senior managers also indicates the status of women in organizational management, which is associated with leadership behavior (van Emmerik, Wendt and Euwema, 2010).

Women traditionally work mainly in the areas of secretarial, nursing, teaching and social services. However, female leaders are playing an increasingly prominent role in

companies and organizations today (Chapman and Luthans, 1975).

Female entrepreneurs are another major way for women to demonstrate leadership in the economic field, in addition to business executives. The pursuit of leadership that has led women to find opportunities to realize themselves, leading to more and more Female entrepreneur (Lai, 2012).

In the current institutional environment, women leaders have been given the necessary managerial discretion. Women leaders are considered "kind", which creates opportunities or possibilities for other female employees to enter leadership positions (Arvate, Galilea and Todescat, 2018).

Companies with a large number of female employees are likely to earn high profits from female leaders (Flabbi *et al.*, 2019). When women become leaders, they prove that they usually have the ability to match or exceed men (Hoyt, 2005; Hoyt and Blascovich, 2007). Institutional changes have affected the leadership of women leaders in Chinese family businesses (Chen *et al.*, 2018). When the dynamics of gender prejudice prevent female leaders from functioning as much as possible, company boards can lose their voice and skills (Roberts and Brown, 2019).

1.3.5 Research on the development dilemma and promotion strategies of female leadership

Obstacles to women's leadership come from all aspects of business, individuals and society. Wu Guoqin believes the emotional weakness and risk prevention measures of female leaders from an emotional perspective, Which hinders the advancement and development of women leaders (Guoqin, 2015).

Xiao Wei and Luo Jinlian reveal that the obstacles to female leadership improvement come from self and social prejudice. Most female leaders are reluctant to actively promote positions, and fertility reasons and retirement age limit women's development. (Wei and Jinlian, 2013).

According to Hao Zhen, psychological, physiological, family and social factors all affect women's leadership (Zhen, 2015).

Cultural prejudice and stereotypes, challenges related to work family balance and lack of professional guidance, have seriously hindered the aspirations of female leaders to improve themselves (Chisholm-Burns *et al.*, 2017; Roberts and Brown, 2019).

The patriarchal structure, men's obvious preference for women, and Women's status in the family and private spheres are major obstacles to leadership development (Sidani, Konrad and Karam, 2015). However, the cultural accumulation and institutional barriers caused by the historical and social environment also restrict the potential of female leaders (Zhen, 2015).

Studies have also focused on obstacles to women's career development, including gender discrimination, less investment in women's human capital, and imbalances in family and work and work harassment, which are not conducive to the improvement of women's leadership (Matsa and Miller, 2013).

In terms of female leader promotion strategies, Shi Qinghua comprehensively provided breakthrough points and basis for the improvement of female leadership from women's individual cognition, improvement of their own quality, equal opportunity policy provided by society and organizations (Qinghua, Xiaohong and Guohua, 2012).

Vinkenburg et al think that women can achieve the highest level of leadership from the balance of leadership style (Vinkenburg *et al.*, 2011). It is also believed that only by achieving role congruity can women's leadership be improved and current dilemmas resolved (G.Greer, 2015).

Analyzing from a social level, it is pointed out that the promotion of female leadership requires public to put up an inclusive platform for women and rationally utilize the capabilities and potential of women leaders, which is of great significance for corporate development and social progress (Zhen, 2015).

1.4 Relevant theories of female leadership

This part mainly introduces the related theories of female leadership, including charismatic leadership theory, trait theory and transformational leadership theory.

1.4.1 Charismatic leadership theory

Weber first uses the word charismatic to explain leadership, and his theory is the basis of the later charismatic leadership theory. He believes that charismatic leadership is the cognitive process of subordinates, which is the attraction, appeal and influence of subordinates. Charm is a kind of personality power, which makes followers feel that leaders have special talent, and thus has an important impact on followers (Weber,1947).

Conger and Kanungo believe that vision is an important goal for followers. They believe that the vision is recognized by the leaders and members of the organization and is the desire for the future development of the organization. Charismatic leaders are always dissatisfied with the current state of development and try to change the current state; they set a goal vision that is far from the current state; and they often believe in themselves, affirming their analytical decisions and handling things ability (Conger and Kanungo,1998).

Berson et al. think that optimism, self-confidence, value and inner motivation can enhance charismatic leadership style (Berson *et al.*, 2001). Charismatic leadership theory means that leaders use their charm to inspire followers to make major organizational changes. Charismatic leaders have their own unique characteristics can create charm, condense and integrate various powers of the enterprise, and turn them into power of the enterprise. Three aspects of charismatic leadership: building vision, encouraging spirit and focusing on practical work (Wenjing, 2018).

1.4.2 Trait theory of leadership

Trait theory fundamentally describes male characteristics that are considered essential for success. In the 1900s, women started to step into work., and some of them took a "helping role" in companies. For example, secretaries. Nevertheless, in the 1940s, few women held managerial post (Parker and Fagenson,1994). Usually, during this time, women are considered nursing workers, assistants, teachers, not female leaders (Koziara, Moskow and Tanner, 1987). Hence, in leadership roles, women's caring and

nurturing characteristics are not appropriate (Jogulu and Wood, 2006).

The leadership traits theory provides guidance for exploring the differences in personal qualities between female leaders and subordinates. For female leaders, they usually have the following characteristics different from male leaders: strong communication and cooperation ability of women, and have strong affinity in interpersonal communication and social interaction. Women leaders are often more determined than men. Women are calmer and more stable in management and handling affairs. In addition, Female leaders have a keen intuition, can detect the change of environment earlier and make risk prevention (Jiajia, 2017).

1.4.3 Transformational leadership theory

In 1978, the transformational leadership style was first proposed by Burns in a book called *leadership*. He believes that leadership style could be divided into transactional leadership style and transformational leadership style (Burns,1978). He initiated the development of outstanding transformational leadership theory (D.Jogulu and Wood, 2008).

Transformative leaders are people who inspire followers and can provide them with a vision for sustainable development and guide direction and strategy. Transformative leaders are eager to change their internal organization's practices to better adapt to external environment (D.Jogulu and Wood, 2008). These leaders have the ability to develop the potential of their subordinates among followers, and then align them to realize their personal strengths as well as achieve the organizational vision. In addition, transformational leaders are thought to have the qualities to enhance self-worth and inspire employees (D.Jogulu and Wood, 2008; Burns,1978).

In a rapidly changing contemporary organization in a Western environment, transformational leadership style is considered the most appropriate leadership styles (Jogulu and Wood, 2006). In addition, transformational leadership stands out because it is a behavior-based style that inspires, empowers, nurtures, and develops employees (Avolio et al., 1991).

A major finding about transformative leadership behavior is that it largely reflects behavioral aspects of women's natural qualities (Vinkenburg *et al.*, 2011; Helgesen, 1990). It explains that women leaders are inherently more transformative in their leadership style than men.

Women with transformational leadership style emphasize the change of organizational culture and the idea that talents are the most valuable company asset. They are not focused on commanding and controlling the internal members of the organization, the hierarchy of the enterprise or making autocratic decisions (Jones and Jones, 2017; Brettel *et al.*, 2010). Women leaders are better at using idealized attributes and motivations, which are also the skills of transformational leaders (Martin, 2015). Therefore, it is considered that the transformational leadership style possessed by female leaders is equivalent to effective leadership (Jogulu and Wood, 2006). In other words, women are usually suitable for women's leadership model built around cooperation, collaboration, low control over leaders and problem-solving ability based on intuition and rationality (Klenke, 1993; Bass, 1985; Jogulu and Wood, 2006).

1.5 Critical review

Through sorting out the literatures and related theories of female leadership, it is found that previous scholars have conducted some research on female leadership and have also obtained some theoretical results.

In general, it's true that the role of female leaders in the workplace is self-evident, but the difficulties they face are also obvious. The current research focuses on the status of female leaders, analyzes their leadership attitudes, leadership behaviors and leadership styles from the characteristics, advantages and disadvantages of female leaders to highlight the importance of the promotion of female leaders in corporate development. The role of making women aware of the importance of female leadership, improving female leadership will contribute to the long-term development of the company.

However, it should be pointed out that there are more theoretical analysis and

empirical research on female leadership, and fewer qualitative research articles, which is its limitation. Future research methods will focus on qualitative research to make the analysis and demonstration of problems more adequate.

Synthesizing the above analysis, the author believes that the research on corporate women's leadership in the future can also make breakthroughs and further research in the following areas.

(1) Based on the social attitudes towards gender bias, especially towards female leaders, how to effectively help female leaders to achieve the same job promotion and career development as men needs further research. more research is needed on the efforts of women leaders in the management and impact of organizations or companies than on the efforts of male leaders.

(2) Exploring the challenges women face in leadership positions. How these challenges affect women's career development and analyze gender differences, which can lead to different results.

(3) Conducting more qualitative research on successful female leaders. Investigating the success factors of female leaders in an organization or business helps the organization better understand how to acquire and retain female leaders, and enhance their ability to find opportunities for promotion and career development.

(4) Carrying out a comparative study of male and female leaders in non-profit organizations, and provide more insights for the study of the leadership styles of male and female leaders in different types of organizations or companies.

Part 2 A detailed discussion of one research study

This section discusses Constance G. Greer's article *Women and Leadership in American Companies: Role Consistency and Qualitative Studies of Women Leaders*. It is mainly about the development dilemma and promotion strategies of female leadership in American companies. The following is a comprehensive analysis of research philosophy including ontology, epistemology and axiology, reliability, validity and bias,

and ethical consideration.

2.1 Research philosophy

2.1.1 Ontology

Ontology refers to the nature of reality (Saunders, Lewis and Thornhill, 2012). The ontology of this research is to find out what the meaning of roles congruity is and its complete understanding in order to better explain how the work environment of female leaders in American companies affects the behavior and practice of female leaders, thereby helping to explain why female leaders still face many challenges.

The article seeks to overcome the challenges of female leaders to effective leadership by acquiring new knowledge about role congruity. Because role congruity is not an independent, single fact, it can't be simply consistent with quantitative indicators. In fact, it is a rich, complex and composed of multiple facts of the relative concept. Therefore, exploring the real experiences of female leaders and the ways in which role congruity influences leadership behavior provides the most important way to obtain information about this topic. Specifically, in order to deepen the exploration of this issue, it is necessary to understand the experience of female leaders and find out a solution to overcome the challenges for female leaders in the company, which are difficult for women to be promoted to the leadership position at the same rate as men, and female leaders face challenges of role congruity even after entering leadership positions.

2.1.2 Epistemology

Epistemology refers to how to acquire and disseminate knowledge (Saunders, Lewis and Thornhill, 2012). In this article, epistemology is subjectivism. Through interviewing and interacting with 15 female leaders working in the field of retail property management, the author Constance G. Greer understands female leaders' working experience and their true understanding of the meaning of role congruity in

the process of work development, so as to find out the methods to overcome the challenges faced by women leaders in leadership positions, and find ways to effectively improve women's leadership.

In order to have a more comprehensive grasp of the promotion of female leaders in American companies. Through combination of open dialogue and in-depth interviews with female leaders, the author Constance G. Greer finds qualitative insights on role consistency and its impact on the organization, and further understands how role inconsistency affects female leaders and their behaviors. Specifically, by evaluating the experiences of female leaders, the author has a better understanding of the factors affect the success and retention of female leaders and the factors that obstruct the promotion and retention of them. Research on women's role in leadership focuses on the inherent challenges in this process. This information is essential for answering research questions and obtaining a more complete understanding of role consistency and its implications. Research shows that gender bias and role congruity play a significant role in female leadership and promotion.

2.1.3 Axiology

Axiology is defined as the value or results of research and how researchers handle their own values and those of participants (Saunders, Lewis and Thornhill, 2012).

In the article of constant G. Greer, the findings provide unique perspective for role congruity, demonstrating that role congruity has become part of the practice of female leaders. Female leaders have accepted the issue of role congruity with a negative attitude. The results of discussion are of great significance to the practice and development of female leaders, indicating that changing the current situation is a difficult proposition for female leaders if they do not realize the role congruity phenomenon. Therefore, reducing gender bias and solving the problem of role congruity are important areas for the improvement and development of the organization.

The research report for the survey focuses on the use of qualitative frameworks to further explore the theme of role coherence and women's leadership. The author

understands the opinions of 15 female leaders of the company on this subject through interview interaction, so that problems can be eliminated from the research process, so as to have a pure understanding of participants' views and work experience in the company's office. At the end of the interview, the author reviewed the completed interview materials to ensure that there is no omission or misunderstanding of the participants' true ideas on this issue. Because the role congruity in leadership is a complex concept, which can't be directly measured by specific tools or tools, exploring the real experience of female leaders and the influence of role congruity on leadership behavior provides the most important way to obtain information about the subject.

2.2 Reliability and validity and bias

This part discusses the reliability, validity and bias of this study in detail.

(1) In terms of reliability: the reliability of this study was achieved by evaluating interview transcripts several times to determine common themes. Each transcribed interview was reviewed by line by line coding and recorded for analysis. The reliability and reliability of data were obtained by the method of purposive sampling, which further improved the ability of researchers to obtain the data needed to solve research problems. In terms of sample selection, information on the role of each female leader was evaluated based on the length of work and job responsibilities of the female leader. Then, according to the data obtained in this sampling process, subjects with more than two years of leadership experience were selected.

(2) In terms of validity: first of all, the interviews in the study were conducted at the time and place allowed by the participants, and the interview was conducted outside the working time, and the interview place was also designated by participants. In general, conducting interviews outside of the work environment enabled participants to interact with researchers without distracting their work and without the interference of others listening to the interview process. The researchers also recorded participants' body language, facial expressions and overall responses to each question using on-site notes.

Secondly, before the formal interview, a small-scale pilot test with a group of middle-level managers was conducted. Through the pilot test process, researchers could evaluate the questions raised in the interview to ensure that there was no ambiguity in the language used in the questions, thus generating a different understanding of the meaning of the questions.

Thirdly, the research determined that data collection and research results can truly reflect the process of participants' actual expression through participants' review. This step helps the consistency, certainty and reliability of research results, because subsequent researchers were able to find similar results when interviewing female leaders. In addition, the study provided participants with access to records, codes, and final results to guarantee the accuracy of data information as well as data analysis. However, since the top leaders of the company or organization don't regard the consistency of roles as the focus that needed to be changed, the reliability has not changed.

(3) In terms of research bias: although a pilot test was conducted before the formal interview to help reduce the bias of the questions, the answers to the questions are still subjective and based on the participants' personal experience. Therefore, eliminating the research bias in the interview process limits the scope of the research results. In addition, the researchers' own bias also exists and is considered to be the limitation of the interpretation of the research results. Meanwhile, the researchers try to let participants review the whole research process, so as to minimize the prejudice caused by the misunderstanding or misunderstanding of the content expressed by participants.

The transferability of the research results is limited, although the analysis provided by the survey results does have some significance in understanding the career dilemma of American companies and the promotion of female leaders. Based on the purpose sampling adopted in the survey, the interviewers of female leaders who hold leading positions in the company's organization were also determined. The target group of the survey is female leaders. These include women who have been promoted to senior management positions and need specific leadership positions. In this study, the author selected female leaders working in the field of retail property management and other

fields of management for sampling. Therefore, the organizational departments and structures in the organizations with rich leadership experience and the role congruity research have different levels of understanding. Finally, the average age of the respondents in the sample was 42, most of female leaders in the sample have obtained master's degree for more than five years. For this study, researchers confirmed the role congruity of women in leadership through research, and working in enterprise organizations was the main finding. However, if the results of this study are to be extended to countries with different cultural backgrounds, further analysis and research are needed.

2.3 Ethical considerations

In this article, the researchers mainly from the following aspects of ethical considerations for careful and serious thinking.

First and foremost, before the interview, the researchers communicated with all participants and all participants who agreed to the interview must sign an informed consent form. The researchers showed participants the principle of confidentiality. Anonymity was used for all materials, and family privacy was removed from interview materials. The content of the conversation involved and the basic personal information were protected as privacy materials. No personal information appeared in the research report, and the digital code was used to identify the participants. The research was entirely voluntary and all participants could quit the study at any moment. Participants were also informed that no risk of participation in the study was identified and no compensation would be provided and the findings of the study were for academic use only.

Secondly, during the interview, all photography and recording equipment should be used with the consent of the participants. Participants were told that the interviews would be recorded and that the images would be kept for later transcription. In addition, at the beginning and the end of the interview, the researcher thanked the participants for their cooperation, and asked them to review the interview materials completed after

the interview and put forward suggestions for modification.

Thirdly, in the aspect of data analysis, open coding and axial coding are used in this study. Open coding came from transcribed interview content and notes recorded on site. The axial coding obtained from each interview was used as the basis for comparison of each interview data, and researchers treated interview data fairly according to moral principles. In the final case study, the common problems identified in the interview were involved. The case study reviews the experience of female leaders. The open coding of the study was performed line by line to refine the relevant concepts of the topic identified in the interview. Each coding was for the generation of the axial coding used in the study. Once the public coding of each participant was completed, the public coding was reviewed through the axial coding to generate a relevant connection. This process enables people to have a basic understanding of how the life experiences of the female leaders interviewed interact with each other and how peer interaction affects the behavior of female leaders.

Finally, in the aspect of data storage, this research had well preserved these digital codes and corresponding codes, which could only be opened and used by researchers. The video and voice data of the interview were stored in a locked room drawer with strong concealment, which could only be used by researchers. Meanwhile, the participants were promised that all the data files and video materials they interviewed would be destroyed in 7 years. The hard disk copy data was shredded and data files were permanently deleted from the laptop.

2.4 Conclusion

This part conducts a detailed analysis and discussion of the article *Women and leadership in corporate America: A qualitative study of role congruity and female leaders*(G. and Greer, 2015). Through in-depth analysis of research philosophy, including ontology, epistemology, and axiology, a deeper understanding of interpretivism and subjectivism has been made. Meanwhile, by carefully reading the article, the reliability, validity, and bias of the entire qualitative research process was

discussed in detail, and the article's credibility, reliability, and generalization were learned. Finally, in the discussion of moral considerations, according to the research preparation stage, interview development stage, data analysis stage and data storage stage, the whole process of the drama is considered in terms of moral ethics.

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