



EDITED BY
CHIN-CHUNG CHAO AND
LOUISA HA

ASIAN WOMEN LEADERSHIP

A Cross-National and
Cross-Sector Comparison

'The range of topics, geography, and social location of contributions in this collection about Asian and Asian American women's relationship to leadership is remarkable and exciting. The editors have brought together authors who address issues across sectors, from academic to business to politics to non-profit organizations, and across cultures, from China to Vietnam to India to Korea to the U.S. The volume contributes to the great gaps in our awareness of Asian and Asian American women's experiences and the differences they make in their approach to leadership. When are they viewed as legitimate in their exercise of power? Do they use their social locations as wives, activists, faculty members and editors, professionals, and heads of organizations in different ways, using different resources? Readers are invited to consider these and other questions, challenging assumptions about both women and leadership.'

—Lana F. Rakow, Professor Emerita, University of North Dakota, USA

'It is an ambitious goal to prepare a new generation of Asian women leaders who are competent and independent with resources and networks. And this is an ambitious and groundbreaking study that reveals the diversity of and rich potential in studying Asian women leadership and the benefit to leadership study. Chapter 15 is a collection of the previous 13 studies, which are rich in content, persuasive arguments, distinct views and an optimistic attitude. It discusses how Asian women leadership contributes to knowledge of Asian women leaders as immigrant leaders, minority leaders, and disadvantaged leaders and how the Asian culture influences their leadership styles. It will also be inspirational for students of leadership, gender, society and culture.'

—Changfeng Chen, Professor, School of Journalism and Communication, Tsinghua University, China

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GENDER AND CAREER DEVELOPMENT IN NONPROFIT ORGANIZATIONS

Comparative study of female leadership in China,
South Africa and the U.S.

Ming Xie and Minghui Pang

Introduction

Gender diversity has been one of the critical issues for strategic organizational management. It represents the organization's capacity to sustain continuous innovation, competitiveness, and responsiveness to changing workforce demographics. Although the role of women in today's organizations are increasingly important, women continue to face barriers and biases when seeking to advance in their organizations, which presents subtle, but insidious obstacles to women's leadership (Leatherwood & Williams, 2008). In spite of the low female leadership representation that is evident in a corporate business environment, the opposite is true when one examines women's role in nonprofit organizations where they occupy mission-critical positions (Mastracci & Herring, 2010).

Even though there is greater representation of women as leaders in nonprofit organizations, they are still under-represented. A study conducted by the Women's College of the University of Denver and The White House Project in 2012 finds that among nonprofits with budgets in excess of \$25 million, women constitute only 21% of leadership roles even though they make up 75% of the workforce (Lennon, Spotts, & Mitchell, 2012). The Nonprofit Compensation Report by GuideStar in 2014 shows that the number of female CEOs in nonprofit organizations is decreasing. This report shows that only 17% of organizations with a budget larger than \$50 million had a female CEO. However, smaller organizations with a budget less than \$1 million claimed to have the most women CEOs, with the majority being women CEOs.

Compared to the well-established system and diverse landscape of nonprofit organizations in the U.S., nonprofit organizations in China and South Africa have distinct characteristics. In South Africa, the social transition and the rise of civil society organizations since the 1990s has created an extensive and lively nonprofit sector, focusing on decentralized and self-determining democratic practices. In

contrast, nonprofit organizations in China have a different social role and relationship with government due to the unique political and regulatory environment. With the growth of nonprofit organizations all over the world, it is imperative to gain comprehensive understanding of the impact of social, cultural, and organizational contexts on women's career development in the nonprofit sector. Also, exploring the barriers and challenges that may affect women's potential to lead due to limited networking or underlying prejudices they may experience in an organization is a worthwhile endeavor, given the disproportionate representation of women in executive positions in nonprofit organizations. Therefore, the purpose of this study is twofold: (1) to gain greater understanding of women's trajectory to leadership positions in the nonprofit sector; (2) to address the research gap regarding the impact of social, cultural, and organizational contexts on gender roles and female leadership. The findings of this study will help women, especially those from diverse cultures, who aspire to be leaders in the nonprofit sector.

The paper is structured as follows. First, a literature review is conducted on the gender schema and on the conceptualization of leadership and leadership traits from the perspective of different cultures; second, the research method and findings are introduced, with a focus on the impact of the internal and external environment of nonprofit organizations and their effects on the trajectory of women leadership; third, limitations and recommendations for future research are discussed.

Conceptual framework

Social construction of gender schema

Women's under-representation in leadership has been framed as a deficit in which something is holding women back from becoming leaders. Eagly and Carli (2007) claimed that women's path to leadership positions remain difficult to traverse because of the barriers they face, which can be more like a labyrinth than a glass ceiling. The labyrinth analogy suggests that a woman's career path can be like a maze, making it difficult to follow a linear route to the top executive position within the organization. Glass ceiling or labyrinth, barriers and obstacles to women's advancement that stymie or derail their progress still exist. Gender theorists point to the variations in gender roles observed among different cultures and argue that gender—masculinity or femininity—is a social construct rather than an innate biological characteristic (Zosuls, Miller, Ruble, Martin, & Fabes, 2011). Zosuls et al. argued that because no universal right way exists to teach people how to be a man or a woman, gender roles are shaped by social cues and influences. O'Leary and Flanagan (2001) pointed out that both ethnicity and culture have important effects on women's career advancement. China, South Africa, and the U.S. have distinct cultural and social contexts, which leads to different gender schemas in career development.

According to the cultural dimensions of Hofstede (1984), Chinese culture values collectivism, masculinity, relatively high power distance, and moderately high uncertainty avoidance. For women in China, the ability to reconcile occupation

with motherhood and perceptions (Chang & subservient and obedient assigned to a lower status. Chinese women have much more likely to see women are under-represented in similar work (Cao, 200

Similarly, research women face more tensions (Sheppard, 2018). Different and institutions, South positions (Lumby, 200) confident than Chinese a lower level of self-efficacy (Pan, Song, Goldschmidt, tension and more findings (Deaux, & Lofaro, 201

The literature reveals a schema is socially constructed. Also, aspirations to leadership are affected by stereotypes of women's

Culture and female leadership

Female leaders demonstrate professional mobility. among individuals in a country consider that behavior. the countries or regions multiple identities meet collaboration, and how others (Sanchez-Hucles) leadership styles such as communal (ahan, Hasler, & Tolson) to investigate the correlations demonstrate the cultural differences (dlin, 2013). Claus et al. investigate a potential relationship and female leadership viewed as more likely to demonstrate leadership skills, women are the prevalence of a maternal found that people are

with motherhood and household duties is the determining factor in their self-perceptions (Chang & Lin, 2007). Traditional Chinese culture views women in a subservient and obedient position in society and at home. Therefore, women are assigned to a lower status compared to men (Tsai & Zhou, 2015). Although currently Chinese women have much more chance of education and employment, women are much more likely to sacrifice their careers and face more disadvantages than men. Also, women are under-represented in leadership positions and often paid less than men for similar work (Cao, 2001; Cooke, 2003; Granrose, 2007; Shu & Bian, 2003).

Similarly, research in the context of both South Africa and the U.S. found that women face more tension between work and life/family demands (Lumby, 2014; Sheppard, 2018). Despite the commitment to gender equality by national policy and institutions, South African women are also under-represented in the leadership positions (Lumby, 2014). Although Americans are more self-centered and self-confident than Chinese due to the impact of an individualist culture, women have a lower level of self-efficacy and more negative stereotyping than men in the U.S (Pan, Song, Goldschmidt, & French, 2010). For example, women always face more tension and more financial obligations compared to several decades ago (Haines, Deaux, & Lofaro, 2016).

The literature reveals that despite the cultural differences and social contexts, gender schema is socially constructed by the gendering role in both workplace and families. Also, aspirations to leadership positions are impacted by the cultural tradition, negative stereotypes of women's capacity, and their work values and attitude.

Culture and female leadership

Female leaders demonstrate their desire and effort to transcend barriers to upward professional mobility. The concept of leadership is shaped by a set of beliefs shared among individuals in a common culture. Empirical evidence indicates that leaders consider that behavior, status, and influence vary as a result of the cultural forces in the countries or regions where leaders work. Researchers have investigated how multiple identities mediate decisions to become leaders, styles of leadership and collaboration, and how women leaders perceive themselves and are recognized by others (Sanchez-Hucles & Sanchez, 2007). Scholars have discussed female leadership styles such as communication and expression, nurture, passion, respect (Callahan, Hasler, & Tolson, 2005). Hofstede's cultural dimensions theory has been used to investigate the correlation between national culture and female leadership and demonstrate the cultural influence (Chao & Tian, 2011; Claus, Callahan, & Sandlin, 2013). Claus et al. (2013) employed Hofstede's cultural dimensions to investigate a potential relationship between national culture, organizational contexts, and female leadership. They argue that although nonprofit organizations are viewed as more likely to have women as leaders due to the emphasis on soft leadership skills, women are still under-represented in the nonprofit sector because of the prevalence of a masculine norm for leadership. Also, Chao and Tian (2011) found that people anticipated female leaders who have a transformational

leadership style, which focused change and innovation in organizations, to express more innovation and organizational changes.

Traditional Chinese values focus on family, relationships, achievement, endurance, and sacrificing oneself to the group. They also include the ideals of harmony and hierarchy as the basis for social structure and interaction (Garrott, 1995). Chinese women's moving upward has been found to be still slow and unsatisfactory (Tsang, Chan, & Zhang, 2011). Examples of these challenges include societal discrimination (Gao, 2006) and patriarchal values (Peus, Braun, & Knipfer, 2015), longer periods of unemployment (Du & Dong, 2009), lower pay (Chen, Ezzamel, & Cai, 2011; Lin & Gunderson, 2014), a heavy burden of family responsibilities (Cooke, 2003), fewer promotion opportunities (Granrose, 2007), and fewer developmental opportunities (Leung, 2002). The reality, as Cooke (2003) portrayed, is that even if women reach the top of the organizational hierarchy, they remain at the bottom of the power hierarchy, with little real influence.

Research in the South African context has indicated that the leadership style of women is often related to mothering and collaborative styles (Lumby, 2014; Zulu, 2011). Similarly, in the U.S., female leadership is traditionally associated with transformational, collaborative, and participatory leadership styles. A number of researchers have speculated that gender affects the use of transformational leadership, but no evidence has been reported for this premise (O'Leary & Flanagan, 2001). On the one hand, research on female leaders shows that women tend to prefer collaborative and participative leadership styles and perceive themselves as having collaborative and people-centered styles of leadership and management (Coleman, 2000, 2003; Rosener, 1990; Zulu, 2011). On the other hand, gender differences are not as prevalent given that males and females can have similar leadership styles. Scholars found that gender differences are not as significant as the differences of position, which means that males and females in similar positions have more similarities than differences regarding their leadership style. Kanter (1977) argues that organizational roles override gender roles when it comes to management or leadership positions. Therefore, the examination of gender and leadership needs to take into account the organizational context.

Gender and nonprofit leadership

Nonprofit organizations "are self-governing organizations that do not distribute profits to those who control them and are exempt from federal income taxes by virtue of being organized for public purposes" (Boris & Steuerle, 2006, p. 3). Compared to the business sector, nonprofit organizations have provided professional opportunities for women (Mastracci & Herring, 2010). Mastracci and Herring (2010) suggested that women get more opportunities of career development in nonprofit organizations because of the inclusive governance and innovative management practices. Also, scholars have discussed the reason why women are more likely to choose the nonprofit career: Women are more public spirited and more altruistic than men (Themudo, 2009). However,

despite the large percentage of women in nonprofits (Kearney, & Cogburn, 2006), women are under-represented and under-compensated in nonprofits (Lennon et al., 2012). GuideStar demonstrates that women in larger nonprofits have higher gender diversity and gender equity than smaller nonprofits and are paid more than men (Tirrell, Rinella, and Pham, 2011). Women in nonprofits position more quickly than men.

Heller (2011) attributed the gender gap in nonprofits to (a) cognition-based causes—such as the current leadership model and the current leadership model within organizations which are not working. Considering unique characteristics of nonprofits, composition and leadership is different from the status quo of gender roles in for-profit organizations.

Overall, the literature reviewed indicates that the role of female leadership in nonprofits has been associated with the barriers and challenges that women face in their organizations. Given the importance of nonprofits in the social sector, further attention needs to be given to the potential impacts. Given the above, the research question is:

RQ: What are the impacts of gender on women in ascending to leadership positions in nonprofits?

Research design and methods

Research participants were recruited through social media and connections, websites, and direct mail. Prospective subjects were identified through knowledge of the person was contacted via email. A total of 15 participants were interviewed via Skype: five American females and ten South African females (S1-S10). Each participant provided a detailed account of how they influenced their career advancement. The data analysis software used was NVivo. Based on the interview questions, the study explores different impacts of gender on Chinese, and South African

despite the large percentage of nonprofit employees that are female (Hays, Kearney, & Cogburn, 2009), they continue to be significantly under-represented and under-compensated in leadership positions (Gibelman, 2000). Statistics (Lennon et al., 2012) and the Nonprofit Compensation Report 2018 by GuideStar demonstrates the dynamics of nonprofit organizations with the gender diversity and gender gap of leadership. Women are more likely to lead smaller nonprofits and are paid less than their male counterparts. Also, Norris-Tirrell, Rinella, and Pham (2018) found that men usually get to the leadership position more quickly than women in the nonprofit sector.

Heller (2011) attributed the shortage of female leaders in the business sector to (a) cognition-based causes—such as underlying prejudices, organizational buy-in, and the current leadership model; and (b) technical causes, including the practices within organizations which relate to work/life balance, job placement, and networking. Considering uniqueness of the nonprofit context, it is curious that gender composition and leadership in nonprofit organizations both challenge and reinforce the status quo of gender roles within cultural traditions and social institutions.

Overall, the literature review suggests further attention needs to be given to the role of female leadership, specifically in nonprofit organizations. Leadership style has been associated with being gender specific. Attention has been given to the barriers and challenges women face in ascending to top positions within their organizations. Given the dynamics of gender composition in the nonprofit sector, further attention needs to be given to cultural influences and organizational impacts. Given the above, the following research question is formed:

RQ: What are the impacts of cultural, social, and organizational contexts on women in ascending to leadership positions in nonprofit organizations?

Research design and method

Research participants were recruited via the researchers' personal acquaintances and connections, websites of nonprofit organizations, and snowball sampling. Prospective subjects were identified through initial contact by researchers through knowledge of their roles as leaders of nonprofit organizations. Each person was contacted via email or by phone and invited to participate in the study. A total of 15 participants were interviewed face to face or through Skype: five American females (A1-A5), five Chinese females (C1-C5), and five South African females (S1-S5). In-depth interviews, lasting 30–60 minutes, with each participant provided an opportunity to discuss, at length, the factors that influenced their career advancement. The interview data was analyzed by using the data analysis software MAXQDA and was connected to the research questions. Based on the interpretive phenomenological approach (IPA), this study explores different impacts on female leadership in the context of American, Chinese, and South African nonprofit organizations.

Research findings

Culture and gender schema

Due to the similarity of gendering role in the workplace and family, all the participants from China, South Africa, and the U.S. had a similar opinion about their gender roles. They all talked about unequal gender roles historically and the underlying impacts. C1 from China acknowledged the limitation of gender equality and the limited respect toward women from the Chinese culture. She noted:

Because of the Chinese culture and its impact on the patriarchal culture of my organization, my attitude is always obedient and subordinate. I wouldn't fight for anything for myself ... I have more responsibility to my family. Every day I have to go home and take care of my family. It is a big challenge for my work.

Also, C5 noted that besides her full-time job, she had to take on the responsibility of caring for a new baby and most of the household chores. In contrast, when she had a new baby, her husband was not impacted to the same degree. It was naturally a women's duty to take care of kids.

The female leaders from the U.S. and South Africa talked about the progress or improvement of females in the work place. Two American participants said that compared to several decades ago when women were competitive and fighting with each other, now they can see more and more women supporting and helping each other get career advancements. In the 1970s to 1980s, women's competency was suspected and they were facing more discrimination and bias because of their gender. They were not believed to have the competence to be leaders. As A4 said, "women need to work harder and are more required to demonstrate their abilities as leaders than men." Similarly, S1 from South Africa noted that the traditional South African culture prefers women with characteristics such as "submissive, feminine, and charming." However, she also talked about how gender equality had been improved because of the impact of international organizations and the influence of international perspectives. She has not experienced any discrimination and stereotyping because of her gender. In fact, she believed discrimination was more based on race than gender in South Africa. S1, S4, and S5 all talked about their privilege as White people regarding education and employment in South Africa, which was also a reason for them to start their nonprofit organizations to give back to the community. As S5 noted, "Being a woman has never been an issue for me in any aspects." In contrast, S2, a Black female leader, mentioned the consistent discrimination against both her and the organization she led. She had made the decision to start her nonprofit organization because the organization where she worked before was male-dominated and her boss was disrespectful to women. Although her organization was doing meaningful projects and planning programs for community development, it was much harder for them to get funding than it was for White-led organizations.

Organizational culture

All the interviewees believe in different organizational cultures. Women are more valued in some organizations. All the female leaders mentioned that it is an important thing for their organizations to have competence for the leadership. They all needed to have confidence and competence rooted in experiential accumulation. C2 from the U.S. noted that discrimination and bias were more from the U.S. than from South Africa. She experienced any issues regarding leadership [because of my organization] because of my organization in South Africa." Also, C4

I haven't had any experience with leadership. That might be because of my organization. But I did feel and see that women's strengths with other partner organizations were limited within some organizations.

Regarding the leadership, both the Chinese and South African participants noted the importance of relationship building.

Relationship is so important in the Chinese culture. It took me too much time to build a relationship from the Western perspective. The importance of relationship building is much more emphasized in the Chinese culture.

Traditional perception of leadership is more male-oriented as well. Regardless their own gender, all the participants are less suitable than men for leadership. They all have to be "continually negotiating their personal identities", which is a challenge for all of them (p. 137). C3 mentioned that competitiveness, dominance, and masculinity are important for a guy about the leadership. She also mentioned to compare the difference between male and female leadership.

However, as female leaders, they all have aggressive communication skills. Their leadership skills are apparent in their communication strengths. They all believe that communication skills, passion, and persistence are important. C2 noted that the most important thing for leadership is relationship building.

Organizational culture and nonprofit leadership

All the interviewees believed that there was no gender difference in nonprofit organizations. Women and men had the same opportunities for career development. All the female leaders from the three countries mentioned that the most important thing for their career advancement was proving their ability and competence for the leadership position. Therefore, gender was not so important. They needed to have confidence—specifically, a foundation of confidence that was rooted in experiential accomplishments and cultivated skills. The discrimination and bias were more from outside of the organizations. As S4 said, “I have never experienced any issues regarding my gender in my organization. I am not sure [if it is] because of my organization. I cannot say the same thing for other organizations in South Africa.” Also, C4 noted,

I haven't had any experience about gender discrimination in my organization. That might be because we are an organization about gender equity advocacy. But I did feel and see the dominance of patriarchal value when I interacted with other partner organizations. Women were looked down by men and were limited within some specific types of careers and jobs.

Regarding the leadership, more differences exist between the America culture and both the Chinese and South African cultures. The Chinese and South African leaders noted the importance of relationship building as an organization's leader. As S1 said,

Relationship is so important in South Africa. The most criticisms I got is that it took me too much time to get things done. They criticized me from the Western perspective. They don't understand that in South Africa relationship building is much more important.

Traditional perception of masculine-typed leadership is influencing female leaders as well. Regardless their competency and qualifications, women are still viewed as less suitable than men for leadership positions. Ahmad (2001) states that women have to be “continually negotiating and renegotiating their cultural, religious, and personal identities”, which “operate in complex and sometimes contradictory ways” (p. 137). C3 mentioned that she didn't have leadership traits such as assertiveness, dominance, and majesty. A4 said, “I have been told to learn from another guy about the leadership. So I observed his behaviors and attitude, trying to compare the difference between him and me.”

However, as female leaders they do not think that traits such as authoritative and aggressive communication are necessary or useful for leaders. More feminine leadership skills are apparent to them, such as listening and identifying everyone's strengths. They all believe that the most important leadership characteristics include communication skills, passion, learner attitude, and inspiring others. C1 and C5 noted that the most important part for them as leaders is to identify every

employee's strength and inspire them through adequate communication and interaction. S1 said, "As a female leader, it might be easier for me to show my weakness and ask for help from others." S3 noted, "I enjoy being a student instead of a teacher. I believe that listening, being open and curious are most important as a leader." Also, A5 said,

I used my soft skills to deal with the challenges in my work. There are always challenges such as something was done wrongly. It is frustrating when things cannot be as your expectation. But I don't need to yell to let them know it is wrong. I just need to communicate and explain.

Among the various development challenges leaders in the nonprofit world face, barriers to fundraising and accountability to upward stakeholders as well as regulatory agencies are factors participants cited. Female leaders in South Africa and the U.S. mentioned the challenge of fundraising for nonprofit organizations. As A3 noted, "As a woman, I have been taught, 'don't ask for money from anybody'. So it is very challenging for me to do things of fundraising for my organization." In contrast, the challenge for Chinese female leaders focuses more on the negotiation and communication with the government due to the strict regulations and very limited space for survival and organizational activities. As C4 said,

I have been sick about the interaction with the Ministry of Civil Affairs. It has been a big part of my work as a leader for my organization. We have to follow any instructions and requirement from them and figure out how to survive in the super narrow space.

Career advancement for female leaders

There are some key words when the participants talked about their career development and career advancement: education, ability and competence, passion and initiative, and supportive structure. Interestingly, several participants mentioned that the decision to become a leader was not made by them. They found themselves in leadership positions because the organization needed someone to fill a leadership vacancy. At the time they thought they would be an interim leader until the organization found an appropriate and permanent replacement.

Despite how these women came to their leadership positions, all the participants believe that they were promoted because of their competence and performance. A1 and A2 were both hired as top leaders outside of their current agencies. They believe that their previous work experience helped them achieve their current leadership positions. They also mentioned that there are a lot of talented young employees in their organizations who have achieved great things professionally. In addition, A2 said, "If you don't have initiative, you will not get the advancement." She emphasized that passion, creativity, and initiative are necessary for people who want to work for nonprofits because "the pay's too low, the work is too hard" and "society doesn't value

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what you do." Accordingly, S5 suggested that "women need to do the work in nonprofits based on their hearts and passion."

As leaders, the research participants were required to be particularly dedicated to their work. However, the balance of professional life and personal life is also important for them. The American leaders mentioned the importance of taking care of themselves. Exercising and practicing Yoga, meeting with family and friends, and reading were good ways for them to achieve that balance. A4 meets with her close friend regularly and is trying to make more time for reading her favorite books. She said,

I feel better coming back when I take care of myself. I like to walk, I like exercise, and I like to read. I just finished a whole book at the three-day weekend. That's what I did to take care of me, was read. Spending time with my family is another way to take care of myself. That's a balance.

Support structure was a key term mentioned by female leaders from all the three countries when they talked about their successful career development. Support structures can be either institutional—for example, professional training and mentorship programs—or have a more informal character—personal relationships with senior colleagues and people who have had similar experiences. Several of the participants talked about the importance of mentors. Through reviewing their own experiences, they suggested that mentors would be very helpful for the career advancement of female leaders. Mentors can not only offer advice about working problems but also be trusted friends and listeners for mental support.

Given the career-related obstacles that may be present for women, access to supportive mentors can assist individuals in negotiating the barriers that confront them in their path to career advancement. As C2 said, a "Mentor is somebody you can ask for any suggestions for both your professional and your personal life. I have mentors in both my organization and some other places. They give me good advice in different situations."

Discussion

Cultural similarities and differences and cultural change

In reality, women in the workforce are still doubly burdened by social expectations of family responsibility and a conventional organizational ideology that emphasizes devotion to work. The research findings resonate with the existing literature regarding the challenge for female leaders to balance their family duties and work. Compared to their male counterparts, they have more responsibility for the care of family and kids, which is not similarly viewed as a burden for males. As the previous research discussed, throughout history, women's role mostly related to family rather than work and professional development. With economic development, women have increasing opportunities within education and employment. However, that does not mean a reduction in the burden of family. Most of the women are facing increasing tension between their personal and professional lives, a

common phenomenon in different countries. In addition to the biological burden of childbearing, they are continually expected to invest more time in their children and families due to child-care availability and affordability. Therefore, the gender gap, or the perceived lower organizational commitment and lower performance of women, cannot be fixed without appropriate institutional design and organizational policies.

Another cultural similarity is the incongruity of women and leadership positions. Women are not encouraged to pursue leadership position because of the perceived leadership styles. The research did not find cultural differences regarding leadership style, gender-related attitudes, or behaviors. For female leaders in nonprofit organizations, the most important thing is empowering and strengthening themselves via education and work experience. However, cultural differences do exist in organizational operation and management. For example, both Chinese and South African leaders emphasized the importance of relationship building. Although South Africa has a much higher score regarding Hofstede's cultural dimension of individualist culture, scholars have also identified a significant collectivist culture in the country (Eaton & Louw, 2000) that emphasizes relationships and interdependence. Also, it has to be noted that the emphasis on relationship building can be also explained from a gender perspective. Scholars have suggested that the self-concepts of women are more relational than those of men (Eaton & Louw, 2000; Kashima et al., 1995; Mpofu, 1994). Thus, the intersection of gender and culture might offer more detail regarding the gender schema and cultural differences.

Culture is always dynamic and hybrid. Cultural change is a gradual, unexceptional process in the area of change in social values and concepts. The feminist perspective has prompted increasing awareness of gender equality through diversity training and the inclusion of gender and diversity issues. Thus, the concept of equal access, opportunity, and pay for women and men is increasingly accepted by people, especially in the nonprofit organization sector. The interviewees' examples and personal experiences demonstrate that women have realized that they are capable of doing a lot of work conventionally seen as male-dominated, including leadership. Due to increasing opportunities in education and employment, women have more chance to become leaders. That is not to disregard the cultural barriers that keep women from even desiring this kind of professional advancement. The perception of gender roles in some cultures still cause women to resist leadership positions.

Institution design and organizational commitment

It is critical for institution designers and implementers to continue identifying and removing institutional barriers to women's advancement. There has been a negative stereotype of women having a lower commitment to paid work because of family duties. Compared to workplaces designed for men and on male terms, nonprofit organizations seem to have fewer gender discrimination problems and barriers. Indeed, one problem they have is how to recruit more male employees. Leadership styles involving relational, nurturing, and caring qualities are typically associated with women and are more required in nonprofit organizations. From the

interviews, we identified work-life balance, family leave, ability to bring home, transformation of skills rather than institutional policy, maternity leave for those based on whose care

The advocacy for development and ill-ill them solve problems help them set up or through appropriate mentors might be of development. Mentors professional values, and interpreting the in their organizations she is telling her employees necessary, to take care demonstrate her purs

Limitations and s

The limitations of the research, organization services are not analyzed quantity to enrich an organizations. Organ gender and race equality attempt to explore the zations. However, as organizations reflects positions. Given the the annual budget of sample size and analysis and locations. Additional leadership styles and

Conclusion

The development of ever before. The purpose the profile of wom

to the biological burden of time in their children and therefore, the gender gap, or performance of women, and organizational policies. and leadership positions. because of the perceived differences regarding leadership in nonprofit organizations. strengthening themselves. differences do exist in both Chinese and South leadership building. Although the cultural dimension of significant collectivist culture in relationships and inter-relationship building can have suggested that the self- (Eaton & Louw, 2000; of gender and culture and cultural differences. is a gradual, unexceptional. The feminist perspective through diversity training and concept of equal access, accepted by people, espe-ees' examples and personal they are capable of doing a cluding leadership. Due to women have more chance to ers that keep women from perception of gender roles situations.

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to continue identifying and at. There has been a nega- t to paid work because of men and on male terms, discrimination problems and ruit more male employees. aring qualities are typically ofit organizations. From the

interviews, we identified a good number of institutional policies that support the work-life balance. These institutional designs and policies include paid maternity leave, ability to bring a child to work, flexible working hours, ability to work from home, transformation of job classifications, and compensation based on knowledge and skills rather than the status quo of gender-biased traditions. These kinds of institutional policy bring about modest change in societal gender roles. Paid maternity leave for both women and men enables employees to make decisions based on whose career is likely to suffer less if they take this leave.

The advocacy for mentors reflects the problem female leaders face in their career development and illuminates the imperative of networking. Mentors not only help them solve problems in their professional and personal life; more importantly, they help them set up or expand their relationships or networks and create social capital through appropriate networking. In addition, providing positive role models and mentors might be one of the most effective strategies for helping women's career development. Mentors can serve many valuable functions, including role modeling professional values, assisting with career planning, networking, boosting self-esteem, and interpreting the organizational culture. Female leaders are effectively role models in their organizations. When a female leader practices yoga and takes care of herself, she is telling her employees, especially female employees, that it is acceptable, even necessary, to take care of yourself. Furthermore, her behavior and attitudes will demonstrate her pursuit of a balance between personal and professional life.

Limitations and suggestions for further research

The limitations of this study should be noted. Due to the samples selection of this research, organizational types such as arts, education, health services, and human services are not analyzed. Further research could expand the samples' scope and quantity to enrich and deepen the understanding of intersectionality in nonprofit organizations. Organizational culture has an important role to play regarding gender and race equality awareness and behaviors. This research is a preliminary attempt to explore the intersectionality of gender and culture in nonprofit organizations. However, as the literature review shows, the type and size of nonprofit organizations reflects significant differences in gender composition in leadership positions. Given the dynamics of gender composition in leadership positions and the annual budget of nonprofit organizations, further study should expand the sample size and analyze and compare organizations of different sizes, ages, types, and locations. Additional scholarship may be necessary to analyze and compare leadership styles and attitudes between women and men.

Conclusion

The development of globalization makes today's workplace more complex than ever before. The purpose of this research is to discuss the possible impact of raising the profile of women in nonprofit organizations. Our research suggests that

although nonprofit organizations are viewed as offering more opportunities for women's professional development, the gender roles and the organizational contexts are impacted by cultural, social, and political factors can be more nuanced obstacles and barriers for women. From the perspective of institutional design, mentors and sponsorship can be institutionalized within organizations, which might support/be accountable for the career development of more women. Institutional policies and designs such as both maternity and paternity paid leave and flexible work schedules could increase the organizational commitment of both women and men and extinguish the negative stereotype of women's lower organizational commitment.

More than two decades ago, Bass and Avolio (1994) proposed that "women may make better managers." Through our interviews of Chinese, South African, and American female leaders, we can see their proposal is partly becoming true. As S2 said, "we are strong leaders, we are loving leaders. I am passionate to help the women and the community." Today's nonprofit organizations require an increasing number of talented employees, irrespective of gender or cultural background. Although the rarity of women in senior leadership roles continues to be documented worldwide, nonprofit organizations offer a bright future for gender equality.

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