GENDER OF THE MANAGERS/LEADERS INFLUENCE IDENTIFYING STAFF NEEDS AMONG MEMBERS OF A MULTIDISCIPLINARY TEAM

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Abstract

- There exists a distinct lack of females in leadership roles, this society has deemed females as passive, quiet and incompetent.
- The present study aimed to examine whether males and females in leadership/managerial roles differentially identify their staff needs in a multidisciplinary team.
- Criminal Justice Drug Abuse Treatment Studies (CJ-DATS) 2: Organizational Process Improvement Intervention (OPII), is a secondary study that utilized a multi-site cluster randomized design that collected data throughout the process of this research.
- This study had a total of (N=2,700) respondents and questionnaires were provided in person in 21 different sites.
- The sample consisted of outpatient providers and correctional agencies working in unison to assist previous inmates with therapeutic services that could improve their recidivism rates and substance use.
- The research did not find a significant difference between female and male leadership in relation to their subordinates' response to feeling supported.

Introduction

Significance of Study
- Females in leadership positions continue to be lower than males.
- It is important to find out whether staff believe that there is a difference in getting their needs met based on gender.

Purpose
- The purpose of this process study is to determine whether gender of managers/leaders influence in identifying staff needs among members of a multidisciplinary team.

Research Question
- How does the gender of managers/leaders influence identifying staff needs among members of a multidisciplinary team?

Hypothesis
- Female leaders have been deemed by society to be more understanding; thus, it was hypothesized that female leadership would be better at recognizing the needs of their team members.

Literature Review

- Several studies have focused on female and male leadership to determine whether there is a significant difference.
- Research shows an underrepresentation of female leaders in management roles.
- 3.8% of women in the United States had high ranking positions in large companies.
- Out of 3,097 companies on average 14% of women were supervisors in a multidisciplinary team.
- Women who are ambitious and determined are viewed negatively, while males who adopt stereotypically feminine leadership characteristics are seen as being progressive.
- Having females in primarily male dominated teams increases the ability of solving problems as they provide a distinctive and effective approach compared to their male co-workers.
- Female leaders in the criminal justice system utilize more emotional intelligence and self-control at a higher level than male leaders in the field.
- Excellent leadership is not based on someone's biological gender; nevertheless, it is defined by confidence, competence, performance and believing in themselves

Results

Research Design

- The current study utilized secondary data from Criminal Justice Drug Abuse Treatment Studies (CJ-DATS) 2: Organizational Process Improvement Intervention (OPII), 2010-2013.
- The research design for this study was a multi-site cluster randomized design.
- This study is made up of 21 clusters and two research sites created one cluster.
- Every cluster was made up of one criminal justice agency and paired with at least one community-based treatment location by method of referral.
- Participants were randomly assigned to either participate in Early-Start or Delayed-Start studies.
- Early-Start studies immediately began, while Delayed-Start studies started 12 months after.
- Both Early-Start and Delayed-Start studies utilized surveys, which were taken at the sites.

Sample

- For this study surveys were provided to a total of 1,509 participants from 21 locations that were randomly selected to participate in either the Early- or Delayed-Start studies.
- Participants at both locations were chosen from "Local Change Teams" and specific correctional and treatment staff were chosen to take surveys throughout the data collection process.
- The Early-Start study the participants took the survey at three separate times in the beginning (prior to receiving treatment), implementation phase and the end to ensure long-term efficacy.
- The Delayed-Start locations had participants take two surveys during their treatment during the first two intervals only.

Measures

Independent Variable: Gender
- Gender is defined as categorical because participants were able to choose between 1 for male and 2 for female.

Dependent Variable: Identifying staff needs among members of a multidisciplinary team
- The present study utilized categorical variables to measure the Dependent Variable.
- Questions were asked about staff feeling supported by managers/leaders.
- These variables were measured on a Likert scale from 1 to 5, with 1 being disagree strongly and 5 being agree strongly.

Results

Below you will find the breakdown of the leaders characteristics based on gender, age and ethnicity.

Characteristics of Leaders
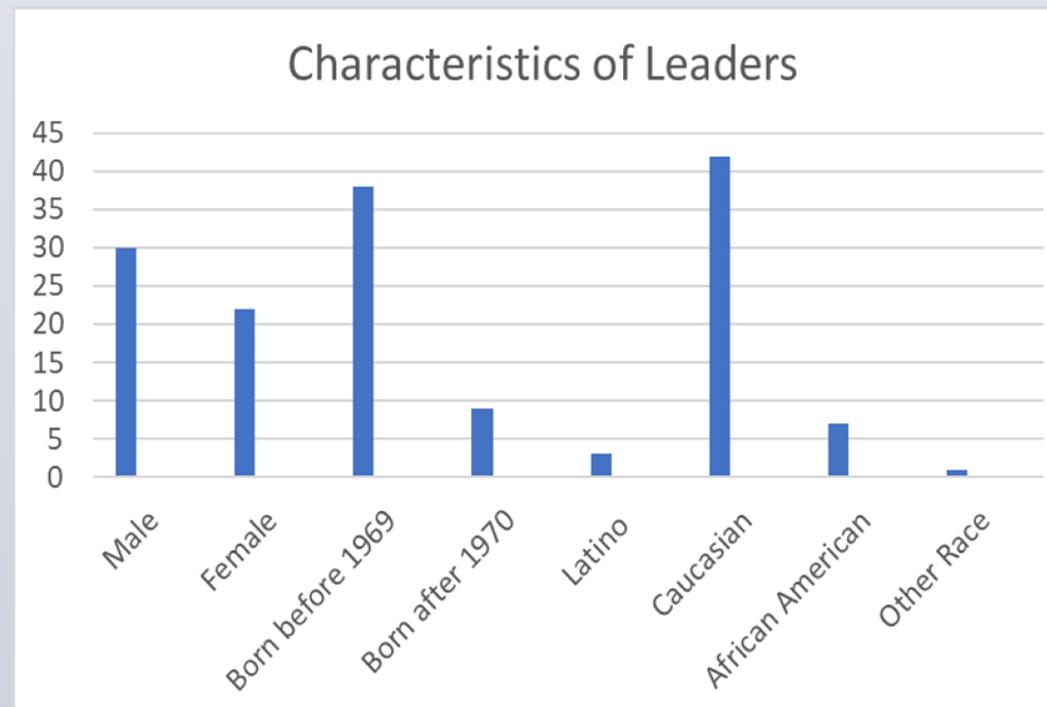
Results Cont.

Chi-Square Test

A chi-square test was utilized for this study, in order to determine whether gender in leaders/managers demonstrated that there was a difference in identifying staff needs among members of a multidisciplinary team.

The results of this chi-square test indicated no significant relationship between gender and showing a difference in identifying staff needs among members in a multidisciplinary team ($x2(4) = 3.59$, $p = 0.46$).

Participant Groups	Intro. To System Change	Time for Training	Listen to Feedback	Acknowledge Staff
	Male (n=30)			
Strongly Disagree/Disagree	3.3 (1)	0.0 (0)	3.3 (1)	6.6 (2)
Uncertain	10.0 (3)	13.3 (4)	3.3 (1)	10.0 (3)
Strongly Agree/Agree	86.7 (26)	86.7 (26)	93.4 (28)	83.3 (25)
	Female (n=22)			
Strongly Disagree/ Disagree	4.5 (1)	9.1 (2)	0.0 (0)	4.5 (1)
Uncertain	22.7 (5)	9.1 (2)	13.6 (3)	13.6 (3)
Strongly Agree/Agree	72.7 (16)	81.8 (18)	86.3 (19)	81.8 (18)

Discussion

Strengths and Limitations

The strength for this study is that it looked at leadership/managerial support from males and females to see whether staff needs were identified appropriately. This addresses the subject of service provision and efficacy between genders.

A limitation for this study is the limited sample size. There were only 22 females and 30 males. In order to make this study more representative there should have been a significantly broader scale and range of participants.

Another limitation was that most of the participants were Caucasian (84%). Further, more than half the participants were born before 1969. This specific sample of participants can yield limited results for this study.

Implication for Social Work

Advocacy in promotion of female leaders in male dominated positions, as the result of this study shows that they would be equal leaders.

Acknowledgment of implicit biases is important to determine.

Highlighting the need for policy that promotes professional training and advancement for women.

Future Research

It is important to ensure that future research have a diverse ethnic, age and gender group, in order to guarantee equal participation.

It is critical to recruit a larger sample to produce generalizable results. Groups can be separated in analysis by field; however, the present results are limited to this particular agency's participants.

Also, future research should examine effects across cultures and settings. Given the specific nature of this population's work, participants may be more likely to exhibit specific traits which reduce gaps in perceived efficacy as a leader.