2021

The Glass Ceiling: Effects of Motivation and Morale on Women in Emergency Management

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Abstract

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MA, Columbia Southern University, 2014

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Dissertation Submitted in Partial Fulfillment

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Doctor of Philosophy

Public Policy and Administration

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Abstract

Large emergency management organizations are organizations in which women are known to be hindered from becoming leaders. However, the effects that lack of opportunities for advancement has on women's motivation and workplace attitude have not been thoroughly addressed. The purpose of this qualitative study was to explore the experiences of women working at a large emergency management organization, specifically how perceptions of the glass ceiling affected their motivation and attitude in the workplace. The research questions were focused on gender limitations in career advancement, motivational factors, including extrinsic and intrinsic, and the morale of women who had experiences with gender limitations, or have empathy for those who have. Seventeen participants, with an employment time frame ranging from 3 months to 25 years, were interviewed using open-ended, semi structured questions. Thematic coding was used to analyze the data. The study results indicated that there are still gender limitations for women who want to advance in their careers in emergency management; however, it is improving. In addition, motivation was positive overall and prevailed with intrinsic factors. Participants had low morale but were motivated at work. The study may lead to positive social change by providing a better understanding of the social issues related to the glass ceiling in emergency management organizations. This knowledge may improve administrators' decision-making in selecting organizational leaders and improve women's opportunities for equity and advancement in the workplace.

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Chapter 1: Introduction to the Study

In the last 10 years, 2.6 billion people around the world have been affected by human-made and natural disasters that have caused property destruction, injuries, illnesses, and lower morale of the people in the affected areas (World Health Organization, 2017). Whether the emergencies or disasters were natural or human-made, government agencies have often not possessed the abilities to fully manage these disasters. Over the years, however, emergency management organizations have evolved in preparing for, responding to, mitigating, and recovering from emergencies (Alexander, 2015; Stienstra, 2017). For example, the Federal Emergency Management Agency (FEMA) in the United States has improved and expanded in the aforementioned components (Stienstra, 2017). Achieving their organizational goals relative to emergencies and disasters is key to disaster agencies' ability to save lives and benefit areas that are affected by emergencies.

The lack of women in leadership positions in emergency management (see Stienstra, 2017) may adversely affect the goals of emergency management organizations such as FEMA. In this study, I explored the reasons men continue to primarily make up the higher stratum of leadership within a large emergency management organization, adding to the work of other scholars (Chisholm-Burns et al., 2017). The glass ceiling is an invisible barrier that limits women's abilities to be promoted or to advance in their careers (American Association of University Women [AAUW], 2016; Chisholm-Burns et al., 2017; Moazzam, 2013). There are several potential reasons the glass ceiling exists in any organization, such as stereotypes of leadership traits and styles, lack of resources to

encourage women, or no networks that women can look up to (Chisholm-Burns et al., 2017; Equal Employment Opportunity Commission, n.d.; Mazzoam, 2013). If women do not have the ability to advance, this can potentially have a negative impact on their motivation levels and morale to persist in their current positions. If women feel unmotivated or depressed, then they may not be able to accomplish their tasks successfully. Overall, this could have an impact on the performance or mission of the entire organization. Because the work of emergency management leaders and employees revolves around saving those who are affected by emergencies or disasters, operating below potential can put lives in danger.

My specific focus was on women's perceptions of limitations for advancement within emergency management services or organizations. Women who are employed at a large emergency management organization were interviewed to determine which, if any, of the restrictions and challenges still exist within the organization in terms of perceivable stereotypes, leadership style, or not having network to encourage or motivate. This introductory chapter contains several sections that provide an overview of the study, including the following: (a) background of the study, (b) problem statement, (c) purpose statement, (d) research questions (RQs), (e) theoretical framework, (e) nature of the current study, (f) definitions of terms, (g) assumptions, (h) scope and delimitations, (i) limitations, (j) significance, and (k) summary.

Background of the Study

Until 1941, only men were placed in leadership positions in U.S. emergency management organizations (Pittman, 2011; Stienstra, 2017). Pittman (2011) attributed a

lack of women in leadership to the fact that emergency management personnel came from military or first responders' teams and there were few to no women in these fields. Over time, the number of women in general emergency management careers in the United States. The percentage increased from 32% in 2007 to 37% in 2010 (Pittman, 2011).

Women held 34% of the positions in U.S. federal emergency management organizations in 2014, though only 8% were had been promoted to supervisory leaders (Stienstra, 2017). In comparison, as of 2016 in U.S. emergency management organizations women accounted for 54% of nonsupervisory positions and 29% of supervisory positions (Warner & Corley, 2016). In 2020, women made up 27% of the supervisory stratum in FEMA (FEMA, 2020). Women in emergency management have similar limitations on their ability to become leaders as women in Fortune 500 companies, where only 5.2% of leadership roles are occupied women (Warner & Corley, 2016). Similarly, in the legal industry, although 45% of associates were women in 2018, only 22% of partners were women (Warner & Corley, 2016). These statistics confirm that women in leadership is an issue throughout all industries. However, the issue is particularly vexing in emergency management organizations. In 2017, approximately 33% of second-level leaders in FEMA were women (FEMA, 2017). Since 1979, only one woman was in a senior leadership position, which was as acting administrator (FEMA, 2017). Currently, there are still only men holding administrator and deputy administrator positions.

President Roosevelt signed Executive Order 8,802 in 1941 to support the evolution of gender roles within U.S. organizations, including emergency management organizations, and emphasize the elimination of discrimination against minorities in the workplace (Equal Employment Opportunity Commission, n.d.). Women were considered minorities at this time. This executive order began to illuminate the issues of gender discrimination and promote equality. The executive order was the first of many legislative orders addressing the issues of inequality in the workforce. In correlation with the executive order, Eleanor Roosevelt was appointed to be a deputy director in an emergency management organization, becoming the first woman to hold any supervisory position in a federal-level organization (The International Network of Women in Emergency Management, n.d.). Holding a supervisory position was an achievement given that women were not the primary candidates for leadership at this time. There were many women who followed, including Dorothy Lewis in 1981 who became a liaison between public and governmental organizations and the second leader of the International Association of Emergency Management and Kay Goss in 1994, who became an associate director in FEMA (Holdeman, 2011).

The next component of legislation to address the inequality occurring in the workplace was Title VII of the Civil Rights Act of 1964. This act expanded on the executive order requiring discrimination to be eliminated within organizations (United States Department of Justice, 2017). According to the Civil Rights Act, all employees have an equal opportunity to be promoted and compensated for their hard work regardless of gender, race, national origin, or religion. The Civil Rights Act additionally

stated that the stereotypes or traits of an individual should not be incorporated into decisions about employment promotions (U.S. Department of Justice, 2017). However, the literature reviewed for this study revealed that gender stereotypes could be one of the reasons women do not get promoted in organizations, including emergency management organizations, or have the same salaries as men (Dubrin, 2013; Moazzam, 2013) The study may assist leaders of the study organization and other emergency management organizations to remediate these limitations for women to be promoted for their hard work and increase their motivation and morale, which may be impacted by these limitations.

Problem Statement

Despite their many accomplishments and advancements in the modern workforce, women still struggle to secure senior leadership or decision-making positions in emergency management organizations. Researchers (e.g., Chisholm-Burns et al., 2017; Moazzam, 2013) have found that women experience difficulties when attempting to advance their careers in emergency management organizations. As Stienstra (2017) noted, only a small number of women have obtained leadership positions in emergency management. For example, only 21 women held executive-level positions as per FEMA's 2020 organizational chart (see Appendix B). There were 51 executive-level positions filled by men. The number of women holding executive-level positions had increased 8% from 20% in approximately 5 years, however (Stenstra, 2017 & FEMA, 2020).

Researchers have explored some of the barriers to women's advancement into leadership positions in emergency management organizations. Stereotypes are one

documented barrier. A commonly cited stereotype provided in the literature is that women do not possess an aggressive or strong attitude needed to become an effective leader (Crites et al., 2015). As Stienstra (2017) noted, there are stereotypes or assumptions that leaders need to possess masculine leadership traits. However, many women do possess the traits and leadership styles necessary to lead teams or subordinates in emergency management organizations (Helios, 2017; Stott, 2013). Balancing home life and family and their careers also plays a role in women's ability to advance into leadership positions, according to Webb (2017). Choosing family over their career can impede the ability of women to obtain promotions (Moazzam, 2013). Women who desire to move up their organization's hierarchy are compelled to postpone or give up their needs for a family.

It is important to address the issue of advancement to increase employee motivation and performance and enable emergency management organizations to perform tasks or duties to keep the population safe and prepared during and after emergencies. In this study, I sought to determine the reasons that perceived limitations persist in a large emergency management organization and the impacts these have on women employees' motivation and morale. I explored how motivation and morale may be affected by the glass ceiling. Motivation can affect women's morale in either a positive or negative way (Morris, 2017). This research addresses a gap in literature about gender in the practice of emergency management.

Purpose of the Study

The purpose of this qualitative study was to explore the experiences of women working at a large emergency management organization, specifically how perceptions of the glass ceiling affected their motivation and attitude in the workplace. I explored why qualified women perceive being overlooked for senior leadership positions in a large emergency management organization and whether women possess the necessary traits and styles to become leaders in this male-dominant field (AAUW, 2016). In addition, this research provides insight on how select women have broken the perceivable glass ceiling and secured management positions in emergency management departments.

The qualitative study may improve awareness of the experiences with motivation and morale of women in the study organization. Decreased motivation, for example, often results in women losing their drive to work hard or feeling that there is no point in working hard if it is not recognized or rewarded (Maslow, 2012). This case study may increase leaders' understanding and enable them to improve the motivation and morale of women in emergency management organizations, which may result in women excelling in their jobs with increased positive performance. It also contributes to addressing the gap in knowledge of concepts associated with the glass ceiling. The literature and case studies solely focus on the salary differences between male and female gender with little attention to the impact on motivation and morale (see Stamarski & Son Hing, 2015). Although extensive literature exists on the glass ceiling in the business and health industry, there is a lack of discussion of the perceivable glass ceiling in emergency management, including FEMA.

Research Questions

I answered three RQs in this case study. My goal in conducting this qualitative case study was to explore the reasons the glass ceiling persists in emergency management. Furthermore, I wanted to determine what the impact of the glass ceiling is on women's morale and motivation in a large emergency management organization. Consequently, the three RQs addressed were the following:

RQ1: What is the experience of women seeking executive-level positions in a large emergency management organization?

RQ2: What are the experiences with motivation of those women who are seeking progression in a large emergency management organization?

RQ3: What are the experiences with morale of those women who are seeking progression in a large emergency management organization?

Theoretical Framework

The two theories that served as the foundation of this qualitative case study were Acker's gendered organizational theory and Maslow's hierarchy of needs. Joan Ackers developed the gendered organizational theory to help identify attitudes and behaviors towards employees within organizations; her focus was on organizations in the 19th century during the beginnings of the Industrial Revolution (Ackers, 1990). The gendered organizational theory focuses on the behaviors of the individuals who make up the organization and the effect of success of those individuals within various cultures or resources available (Ackers, 1990). Essentially, the gendered organizational theory principles are integrated within the way an individual performs and reacts if experiencing

lack of success within an organization. I used the theory to achieve the purpose of this case study, which was to substantiate the reasons the glass ceiling persists in emergency management and discover if there is a perceived impact on motivation and morale.

Shafritz et al. (2016) noted that the gendered organizational theory is a feminist perspective on organizations. The gendered organizational theory was the start of a fundamental attempt to address the questions or concerns relative to how personnel are organized within modern society (Shafritz et al., 2016). The theory heightened the understanding of gender roles in the organization and how they shape society's thoughts or acceptance of the stereotypical characterization of men's and women's thought structure (Payne, 2003). The approach emphasizes the issue of women not being promoted in organizations, or the glass ceiling, which is the base phenomenon of this case study. The gendered organizational theory supports that women are at a disadvantage in the workplace.

The theory additionally noted that organizations have values that may discriminate against women (Shafritz et al., 2016). It implies that women are perceived as not having qualifications or characteristics to hold senior leadership positions. The glass ceiling is not always directly discussed or integrated in organizational missions or values. Sometimes, the glass ceiling exists indirectly or is unspoken within the structure of organizations (Williams et al., 2012). I used gendered organizational theory to address the RQs to determine why women experience barriers when working or desiring senior leadership in emergency management and possibly to assist in identifying the reasons this occurs.

Figure 1

Maslow's Hierarchy of Needs
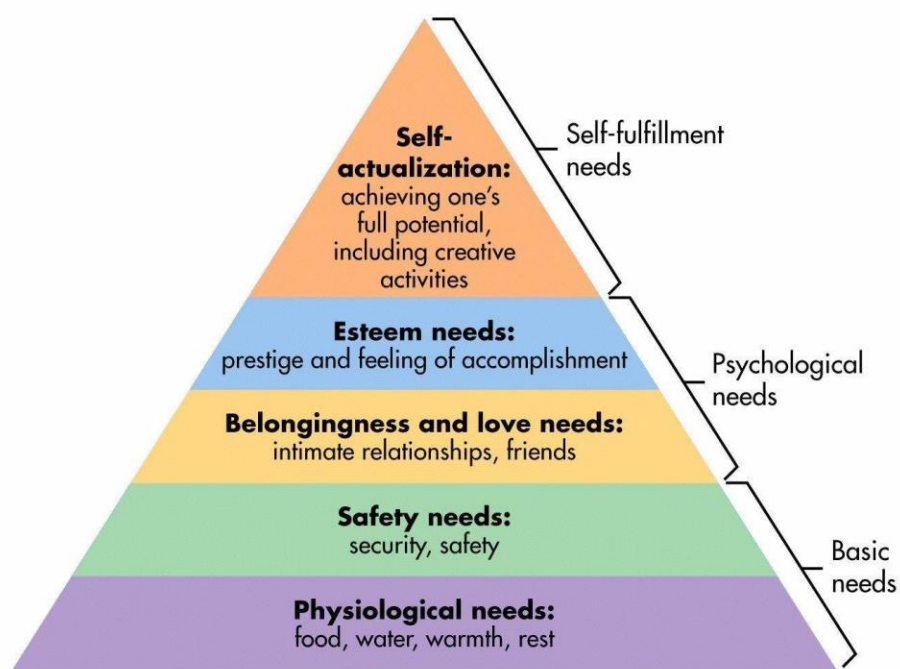
Note. (McLeod, 2017).

Maslow's hierarchy of needs is a motivational theory developed in 1943 that provided a possible explanation of the glass ceiling's effects on women in the workplace. This hierarchy, illustrated in Figure 1, provides a model of various motivational factors that a person requires in their organizations. The bottom half of the pyramid is defined as the basic needs of a person. The basic needs that are not met will heighten the person's desire to succeed at fulfilling them (McLeod, 2016). The desire to fulfill them could increase motivation indirectly by compelling personnel to work harder. The most basic level is physiological needs, which, in workplace organizational settings, usually are met if a promotion comes with more money (Mack, 2020). If a woman does not get promoted,

it can decrease the motivation from the very first step. The safety and security level is affected when a woman does not feel like she is an integral part of the company when turned down for a supervisory position (Mack, 2020). This situation can impact women's motivation as the desire to perform will not be heightened when there is no feeling of importance.

The second set of needs on the pyramid are those that are strived for once the basic needs are met, which all lead to self-actualization or the potential within each person (McLeod, 2016). I addressed the second and third RQs using this theory because it provides an explanation of why the glass ceiling has an impact on motivation and morale in the workplace. This impact adheres to the need of maintaining positive self-esteem. The more status and recognition individuals gain, the more motivated they will become to be successful in organizations (Burton, 2012). In addition, the sense of belonging emanates from being promoted in organizations. The motivation to reach greater achievements will decrease if employees perceive that they do not need to continue to work hard if it is not recognized or rewarded (Burton, 2012). In Chapter 2, I will provide a thorough explanation of how Acker's gendered organizational theory and Maslow's hierarchy of needs relate to the glass ceiling phenomenon in emergency management organizations. I will extract the information from previous literature to provide extensive discussions of both theories.

Nature of the Study

The glass ceiling continues to persist even though an increased number of women hold senior leadership positions in emergency management (Stienstra, 2017). This

qualitative study may increase emergency management organizational managers'

awareness of the reasons the glass ceiling persists in their organizations, as well as further

their understanding of women's leadership styles and traits and the impact the glass

ceiling has on the overall motivation and morale throughout the workplace. Potential

reasons the glass ceiling is still present include gender stereotypes and limited

conceptions of leadership traits and styles regarding who is qualified to be an emergency

management leader (Moazzam, 2013; Stienstra, 2017).

To address the gap in the literature on reasons for the continuing lack of women

holding executive-level positions, I interviewed women who were employed at a large

emergency management organization at the time of the study. The interviews were

conducted with women who held all levels of employment at the study organization. The

information obtained may help organizational leaders to determine why qualified women

are continuing to be overlooked for promotions resulting in the possibility of decreased

motivation to work hard or lack a good attitude in the workplace. To encourage positive

social change in the field of emergency management, organizational leaders and decision

makers need education and awareness on the gender inequalities that exist in the

workplace. Understanding the effects of gender inequalities may help in removing this

form of discrimination, increase motivation and morale in the workplace, and overall,

have positive results on employees' completion of the duties or tasks in emergency

management.

I used the qualitative method, in particular a case study. It involved interviewing

women who currently work at a large emergency management organization. The

participants held various positions at a large emergency management organization from nonsupervisory to executive-level positions (refer to Appendix B for the organizational chart). Data collection consisted of open-ended questions to encourage interviewees to discuss their experiences regarding the glass ceiling and any effects it has had on their motivation and morale. Interviews were audio recorded, transcribed, and then coded. This research method is called thematic analysis. Fereday and Muir-Cochrane (2006) described this method as identifying those themes or patterns to support the phenomenon of the case study. The analysis will be discussed more in Chapter 3.

Definitions

Extrinsic motivational factors: External benefits or rewards (e.g., money, promotion, etc.) that encourage motivation of leaders and subordinates (Frey & Osterloh, 2002).

Gendered organizational theory: An organizational theory developed by Joan Acker in 1990 that aims to heighten understanding of methods that organizational leaders can use to achieve their goals effectively in conjunction with an assessment of the impact on social actors (Ackers,1990).

Glass ceiling: An invisible line in which women are prohibited from having opportunities to be promoted or hold positions to make decisions within their organization (Chisholm-Burns et al., 2017).

Intrinsic motivational factors: Motivation that stems from succeeding at the task or job itself (Frey & Osterloh, 2002).

Maslow's hierarchy of needs: A motivational theory defining a pyramid of needs that are pertinent to humans that was developed by Abraham Maslow in 1943 (McLeod, 2016).

Transactional leadership style: A leadership style that involves the motivation of leaders and subordinates by rewarding those who exceed the organization's requirements or punishing those who do not reach those goals (Dubrin, 2013).

Transformational leadership style: A leadership style that is used to motivate or encourage positive change within leaders and subordinates (Dubrin, 2013).

Assumptions

I identified assumptions in this case study at the beginning of the research process. One assumption I had was that women were generally passed over for leadership positions in the large emergency management organization I studied. Furthermore, I assumed that being overlooked for supervisory positions or experiencing the perceived glass ceiling negatively affected women in the organization. The negative impact could include decreased motivation and bad morale when performing their required task or duties. This assumption is particularly pertinent given the gap in the literature. Most literature solely focuses on reasons the glass ceiling might exist (e.g., Moazzam, 2013; Stienstra, 2017). Researchers have not discussed the experiences of perceived limitations of those women seeking executive-level positions, according to my review of the literature.

The first RQ concerned the participants' perspective on limitations when progressing through their careers. I explored how the participants viewed organizational

culture and the glass ceiling and perceived the impact of the glass ceiling on their motivation and morale. My goal of looking at culture through the eyes of the participants was consistent with the philosophical assumptions of social constructivism (see Carnaghan, 2013). Social constructivism underpins the study's foundational theory, gendered organizational theory. I also assumed that the nonverbal stereotype of women not being able to lead persisted.

Another assumption was that during interviews all the participants would answer candidly. I informed the participants that any information they provided, including their personal information, would be confidential. Generally, the information the participants provide during the interviews should be the truth and will not be under reprisal, especially in a government agency where information can be sensitive. The goal of this qualitative study was to determine if the women in a large emergency management organization are experiencing lower levels of motivation and morale because of the glass ceiling. False information would skew the study results and hinder positive social change in emergency management.

Finally, I assumed that the research method I selected and implemented was adequate to answer the RQs and problem of the case study. The qualitative method for the study was comprised of reviewing documentation and conducting interviews of individuals who could provide relevant information. I assumed that the study would result in positive social change. Selecting an appropriate method was necessary to gain insight on gendered perceptions of emergency management leaders, the social change

implications of which include possibly addressing workplace discrimination and increasing the motivation and morale of women in their workplaces.

Scope and Delimitations

The scope of the study was limited to women who have perceived experiencing the glass ceiling and were employed at a large emergency management organization at the time of the study. I focused the interview questions on participants' perceptions. The number of women who chose to participate in the interviews restricted the study. The study, if more time were allotted, could have been expanded to local emergency management organizations to increase participation; however, I narrowed the focus to the federal level for the case study. Although I focused on a large emergency management organization, leaders of other organizations can use the information to address motivational issues arising from the glass ceiling. Supervisors can conduct assessments, for instance, to ensure that their companies are providing equal opportunity.

Limitations

The large emergency management organization that I studied is a governmental organization. As such, it would have been difficult to obtain information for women in nonsupervisory or executive-level positions. The limitation was on obtaining this information and trust that the point of contact provided adequate contacts to obtain participation from these women. Baker and Edwards (2012) recommended to any researcher implementing a qualitative research method to seek interviews from approximately 20 participants to achieve an adequate amount of information to address the glass ceiling within organizations or a few interviews to reach data saturation.

Essentially, the participants reached data saturation to ensure there is a concrete conclusion from the case study (Faulkner & Trotter, 2017). This end point of data saturation is the point that I was confident that any more information obtained would demonstrate or validate the same results or conclusions of the research study (Faulkner & Trotter, 2017). If there are too many participants and information, the research can become saturated with data. There is the possibility that this recommendation could not be achieved within a federal organization. I implemented the snowball method to obtain information for potential participants, which could also be a limitation.

The research study focused on the three research questions. I collected information relative to the glass ceiling, such as why it might still exist and the impact of its existence on motivation and morale in a large emergency management organization. I further reviewed other research studies, particularly case studies, to validate the perceptions of women who were overlooked for supervisory positions or interview those that want to progress in their careers. The information collected determined if or how this affects them, in particular, the motivation and morale levels while continuing to perform their responsibility in the organization, which is not discussed in the literature.

These research components being addressed can result in bias from me. I am a woman in a male dominated field; consequently, there was a limitation in analyzing and interpreting the information collected from other women's interviews. I needed to have an open mind and the information collected might be strewed towards what I might want to believe or prove. A goal was to stick to the facts and rely on the committee members or a third-party person to review the interpretation to ensure there is no bias incorporated.

A second option was to call the interviewee and confirm that my transcript and interpretation were aligned with the interviewee's meanings. The bias can skew the results towards my assumptions and focus on the actual results. To achieve this, I relied heavily on reviewers and my committee to ensure that the conclusion is valid and aligns with the interviewees' perceptions or experiences. In addition, I maintained a journal to record my ideas and thoughts to ensure that I see it from a different respective to eliminate bias.

Lastly, there are some limitations by interviewing these women on the phone to try and avoid. The questions could be too complex to ask over the phone. It is possible that some women may have a better understanding by reading the questions. I kept the questions simple and had an option to email the questions. In addition, I ensured all information gathered is kept confidential. The only feasible option to address this was to ensure their anonymity to the readers. Contacting the participants on the phone was a disadvantage, because the women may think it is a telemarketer or sales instead of an interview for Ph.D. study. In order to prevent this, the interviewee was provided with the contact information and logistics by email first. Another limitation was the fact that the interviewer would not be able to see the body language. For example, I was unable to determine if the interviewee is uncomfortable or might be stretching the experience. This limitation was a disadvantage because one method to interview is to ensure the interviewee is comfortable to share their thoughts and experiences. Cavazos (2020) additionally validated the importance of body language with stating that 55% of any

communication is body language, voice is 38%, and actual words is only 7% of communication.

Significance

This qualitative study is significant because I substantiated the reasons the perceivable glass ceiling still exists in a large emergency management organization. It additionally illuminated the impact the limitations have on morale and motivation for local emergency management organizations, such as fire departments, that could not fit into the research study at this time. The glass ceiling's existence and the reasons it still exists might be unknown within other organizations, which could cause an issue, not solely emergency management organizations. Also, similar emergency management organizations can benefit from this research as well and not focus on business or marketing, in which previous literature discusses (e.g., Johns, 2013; Kiausiene et al., 2011; Webb, 2017). The lack of women holding positions in leadership is evidence of the glass ceiling (Stienstra, 2017; FEMA, 2017). The case study was significant in exemplifying the focus of the aforementioned research questions. It additionally discussed the leadership traits and styles of women, which could be beneficial to the future of emergency management (Stienstra, 2017). The researcher, Stienstra (2017), provided several goals of emergency management, including the continuous evolving descriptions or characteristics required to be an emergency manager, such as those who acquire the ability to be multitaskers, excelling at being a team player or collaborator, and a heightened ability to solve problems. Stienstra's goals can potentially support the idea of women having the ability to be leaders in emergency management.

The qualitative study's collected information and literature reviews potentially dispelled any gender inequality in the workplace, especially when reviewing the promotional process between men and women. The results can encourage a positive social change in organizations at all the levels of emergency management, not solely federal. An expansion of the research study can be utilized in other organizations outside emergency management. Understanding the benefit of leadership traits and styles of women can change the perception of those leaders who are making promotional decisions within the organization. Lastly, the research study can encourage other researchers to extensively review the issues of the glass ceiling and the impact of motivation and morale in the workplace.

Summary

Women are limited to lower positions and underrepresented in emergency management organizations (Stienstra, 2017). FEMA had statistics which supported this statement with 27% holding supervisory positions (FEMA, 2016). Women's qualities are overlooked when emergency management leaders adhere to the stereotypical attitudes in emergency management. Women face bias, exclusions from leadership positions, and have challenges against the gender stereotypes responsible for the household chores and taking care of the family (Moazzam, 2013). Historically, men have been recommended or favored in leadership positions in emergency management organizations due to other men making decisions (AAUW, 2016; Ibarra, 2010). Additionally, AAUW (2016) and Dubrin (2013) noted that society and organizations perceive women as being nurturers or adhere towards transformational leadership style, while men are aggressive or militaristic, such

as transactional leadership styles. The literature review in Chapter 2 will inform the readers the reasons the glass ceiling persists in a large emergency management organization, possibly exemplify any gender inequality in emergency management and identify the impact it has on motivation and morale in the workplace.

Chapter 2: Literature Review

The purpose of this case study was to explore the reasons the glass ceiling still exists in a large emergency management organization and the impact of motivation and morale on women seeking to advance in the organization. In this chapter, I review previous studies on the phenomenon of the glass ceiling, leadership and gender, and women's assumption of leadership positions in emergency management and other organizations. As I discussed, the review of the literature supports the gap in the literature that I sought to address by conducting this investigation. The relevant literature was reviewed to potentially identify solutions to address the discrimination experienced by women in organizations and encourage a positive social change. Before reviewing the literature, I reviewed the literature search strategy and theoretical foundation of the study.

Literature Search Strategy

I primarily used Walden University Library to search for literature. I implemented a comprehensive search method to obtain relevant information regarding the glass ceiling and the impact of the perceived glass ceiling on motivation and morale. In addition, I searched for literature on transformational and transactional leadership styles and theories based on gender, motivation, and morale. These keywords, such as various leadership styles, gender limitations, glass ceiling, motivation, and morale, were searched via databases, particularly EBSCOhost, SAGE, and ProQuest on Walden University library website. I also reviewed previous dissertations. In addition, I searched the general internet for additional and relevant information. The resources I found included articles, scholarly journals, research documents, and books, which are listed in reference section.

The research I reviewed was published within the past 5 and is applicable to the problem statement, RQs, and the theories in the framework of the dissertation.

Theoretical Foundation

Two theories underpinned this case study: gendered organizational theory, which was developed by Acker in 1990 and the hierarchy of needs, a motivational theory developed by Maslow. Acker developed gendered organizational theory to provide a tool to illuminate the employee's attitudes and behaviors that are integrated within organizational structures and decisions (Morton, 2019). I used the gendered organizational theory to understand how motivation and morale are affected by the glass ceiling in a large emergency management organization. The questions that the theory addresses include how the work environment can affect the tasks being conducted and how to overcome any challenges that can occur from the outside of the organization (Markgraf, 2017).

The gendered organizational theory is founded on an assumption that a career is a separate task than home life (Ackers, 1990). Acker (1990) hypothesized that women have obligations to nurture their family and home life; consequently, women have limitations to fulfill these assumptions opposing men who can adhere to the functions of organizations. Ackers (1990) additionally posited that leadership often perpetuates masculine contributions to the organization (see also AAUW, 2016).

More recently, Crowder (2012) used the gendered organization theory to study the organization stratum in universities. Crowder stated that women may experience limitations due to several reasons, including labor divisions, promotional opportunities,

and occupation criteria, and the university's organizational structure. Crowder's research is pertinent, though my focus was on women's experiences with motivation and morale in the workplace.

Williams et al. (2012) provided another discussion on integration of inequality or limitations for women in organizations, such as in authoritative power and salary level. This was utilized as another example of workplace policies that are embedded to result in limitations for women. Ackers (1990) further explored five processes of the gendered organizational theory which include

- divisions of labor,

- cultural symbols,

- interactions in the workplace,

- identities of individuals, and

- organizational logic.

The last process, organizational logic, encompasses all the workplace culture and procedures to make up the backbone of organizations (Ackers, 1990). This simply means that structuring in organizations tends to skew towards male descriptions when identifying pay or titles within the organization; consequently, it may not be intentional but in male-dominated fields, organization principles policies indirectly add limitations for women to progress within their fields or in their organizations. Gender stereotypes are embedded within the organization policies, which may be a reason why there is still the perceivable limitations on women when seeking to hold executive-level positions.

Researchers assume that motivation is a primary factor that is impacted when women are passed over for promotions (Burton, 2012; Maslow, 2012; Moazzam, 2013; Tanner, 2017;). There are specific needs that should be met, which support the problem of the research. The impact on motivation is defined by the necessities or needs of the focused population of the research study (Tanner, 2017). Tanner (2017) hypothesized that employees desire interactions and are compelled to cooperate in decisions being made throughout their organization. When women are passed over or not appreciated, the levels, including social involvement and esteem, are impacted. The esteem level of the hierarchy of needs is integrated within how individuals are recognized (Maslow, 2012). Esteem is additionally integrated into the need to be promoted, which provides evidence to support the reasons the theory underpins the glass ceiling.

The levels of Maslow's hierarchy of needs all support the need for leaders to encourage motivation in the workplace (McLeod, 2016). The first four levels of the pyramid are the deficiency needs that need to be fulfilled for the employees to stay focused (Brooks, 2007). Generally, if the employees lack one or more of these needs, then the priorities will be to obtain these needs instead of performing the work at all or effectively. The ultimate goals will additionally not be achieved, which is the reason leader intervention is pertinent to ensure that all the employees' needs are fulfilled and maintained. Self-actualization is the utmost pertinent level of Maslow's hierarchy of needs and illuminates the need to ensure that motivation is present in the workplace. Employees should be confident and satisfied, which can be achieved via extrinsic and

intrinsic rewards. I will discuss these motivation factors in subsequent sections of

Chapter 2.

I selected Maslow's theory to address RQ2 and RQ3 specifically. I assumed that

women's motivation and morale can be affected if they experience the glass ceiling.

Maslow's hierarchy of needs can be applied to the large emergency management

organization I studied during promotional times because it results in women not meeting

the needs in the lower physiological levels (Maslow, 2012). These lower levels include

financial stability and safety in their work environment (Maslow, 2012; Tanner, 2017).

Women who are passed over will have their stability, such as financial status or abilities

to maintain a home, compromised.

Many researchers have used Maslow's hierarchy of needs, a theory of motivation,

to explore effects on employee's motivation at work. Any of the needs could be

compromised within the work environment to affect their motivation or morale. For

example, Jasmi (2012) used the hierarchy of needs to describe how employees are

fulfilled at their workplaces. The study confirmed that there is a relationship between

employee's production and motivation (Jasmi, 2012). Jasmi's research relates to the

current study because it confirms that women who are passed over for promotions will

lack motivation to succeed and continue their everyday work tasks, which could affect

the work done by their organizations.

Burton (2012) researched employers who utilized the hierarchy of needs to

increase motivation in the workplace. As I discussed in Chapter 1, Burton's research

validates how Maslow's hierarchy of needs can be used to explore factors that motivate

employees and how the lack of motivation can be affected by not fulfilling needs on the hierarchy. Although it discussed how the managers can use the hierarchy of needs to manipulate employees, it indirectly described if financial components are what drives an employee, then this could be what would result in employees being unmotivated (Burton, 2012). Burton also described how the employee will not fully complete their responsible tasks throughout their career if they do not feel that they are recognized for their hard work. This information can be utilized across all workplaces in any industry.

<div align="center">**Literature Review Related to Key Variables and Concepts**</div>

FEMA

FEMA is an organization that focuses on all aspects of emergencies that occur in the United States. It supports communities and those who prepare for respond to emergencies, such as natural or human-made disasters, to ensure that those areas affected by emergencies have a successful recovery, including all the resources and funds necessary (FEMA, 2017). The agency provides training to those community members who are susceptible to disasters, such as earthquakes, floods, or hurricanes.

FEMA was not originally called FEMA. It was first called Federal Civil Defense Administration by Harry Truman in 1950 (Graff, 2017). According to the research, this was not even the first name of the emergency management agency. The emergency response groups had various names, affiliations, and titles (Graff, 2017). FEMA was initiated in 1979 when President Jimmy Carter signed an executive order (FEMA, 2017; Graff, 2017). According to FEMA (2017), the first disaster it responded was an extensive fire that occurred in New Hampshire. There were many disasters following this, such as

Hurricanes Katrina and Sandy. Lastly, there were many legislative orders that have

emanated from the executive order that created FEMA. In 2003, FEMA was integrated

into the U.S. Department of Homeland Security (FEMA, 2017).

As mentioned throughout the research study, the research determined why the

glass ceiling still exists in a large emergency management organization, but also

identified gender issues that can be utilized in other federal or emergency response

agencies. Holdeman (2020) confirmed that women in emergency management was and is

increasing. There was also discussion that women could bring valuable resources,

knowledge, or various skills to implement the emergency management tasks (National

Academy of Sciences, 2007). Zenger (2018) identified the primary reason women do not

have the confidence, which was habitually because men always overpowered or spoke

over women who would be provided the opportunity to be in big decisions in emergency

management. These facts are information components the research continued to validate.

Barriers to Women's Assumption of Leadership Roles

Again, the glass ceiling is an invisible barrier that inhibits women to advance in

their careers (AAUW, 2016; Ball, 2016; Chisholm-Burns et al., 2017; Marius, 2017;

Moazzam, 2013). There are several reasons the glass ceiling would exist. Chisholm-

Burns et al. (2017) listed the reasons, which includes biases and stereotypes, decreased

mentality to strive for leadership positions, lack of women to look up to or provide

encouragement to succeed in supporting their goals, missing organization policies to

support the balance of career and home life, and lack of opportunities that require

networking or resources for women to achieve career goals (Hechavarria et al, 2017;

Marius, 2016). Figure 2 illustrates the barriers that women need to overcome and the reasons the glass ceiling still exists.

Figure 2

Diagram of Barriers Women Need to Overcome When Seeking Leadership Roles
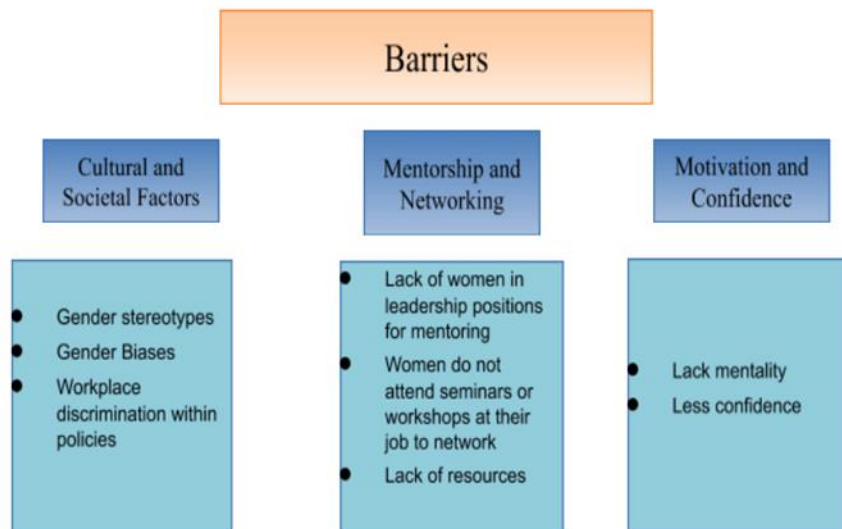
Note. I created the figure using information from Chisholm-Burns et al. (2017), Marius (2016), Moazzam (2013), and Hechavarria et al. (2017).

Marius (2017) validated these reasons why the glass ceiling exists. The reasons why this researcher discussed the glass ceiling exists is due to lack of women mentors, nurture the gender stereotypes, lack of ambition to become leaders, and the idea of limiting and preparing themselves for family (Chisholm-Burns et al., 2017; Marius, 2017; Moazzam, 2013). Ball (2016) also expanded on these theories when interviewing those women who have opened their own companies. The stereotypes that still exist of gender are demonstrated when society is still surprised when it is brought to attention that women are the bosses or that a company can succeed with a women leader (Ball, 2016).

Gender Biases

Bias is defined as those ideas that describe a preference of a certain perspective, idea, or result that could interfere with the decision-maker ability to hire those without being impartial (Diffen, 2017). For example, researchers discussed a situation where there was a woman who hit a wall in her job (Kolb et al., 2013). Her colleagues stated to the researchers that she did not have the bold personality that leaders should have when working with clients. However, her luck turned around when there have been clients who the women interacted with in a way that increased her organization's business (Kolb et al., 2013). This situation shows that there are still biases when those men in leadership look at women in ways that they should not become a leader.

Many biases are present when hiring women as leaders, which are similar to stereotypes. One bias is the idea that if women and men are up for the same promotion, although not permitted, the decision-maker will not hire the women on the assumption that they have a family to take care of (Recruiterbox, 2017). Another bias is that men are "supposed to be" leaders over women, the "old way" of thinking (Recruiterbox, 2017). There are other biases, such as women could not hide their emotions, there are jobs "better suited" for a woman instead of a man, and there are also the biological differences about jobs that require more muscle than women just most of the time have not acquired (Recruiterbox, 2017).

Gender Stereotypes

The Equal Employment Opportunity Commission (n.d.) required equality in the workplace. Although gender was not specifically stated in its first executive order, gender

falls under the Civil Rights Act of 1964 enforcing equality for all minorities in the workplace, no matter race, age, or gender (U.S. Department of Justice, 2017). However, while some literature refers to equality, some stereotypes opposed or restricted women from obtaining equality in the workplace. All genders are strained by the stereotypes, but women need to overcome more obstacles, specifically, in acquiring senior leadership positions. Keep in mind that stereotypes are those ideas that attribute to all the similar members of a group, which in this case, gender (Diffen, 2017). These stereotypes tend to steer perceptions of those who make the ultimate decisions on those participants who receive the promotions or senior leadership positions.

The stereotypes that women are challenged with daily include responsibility of taking care of the home and family, while men are the breadwinners or responsible to financially support the families (AAUW, 2016; Kiausiene et al., 2011; Marius, 2017; Moazzam, 2013). Common stereotypes of women, according to Hechavarria et al. (2017) and Brewer (2017), are as follows:

- Fit in more positions that are "clean" (i.e., secretaries, teachers, etc.)

- Women do not have the ability to perform heavy lifting

- Stay at home to raise children and take care of household chores

- Are not as confident; do not speak out

- Do not contain technical skills (i.e., maintenance of cars)

- Women do not have the capabilities to be leaders

Common stereotypes of men include the following, according to Brewer (2017):

- Fit in the jobs that involve muscle or heavy lifting (i.e., industrial, factories, etc.)

- Endure jobs with more technical skills are involved

- Do not start learning to perform household chores

- Primarily hold leadership positions

The focus is the gender stereotypes that create barriers that prevent women from becoming leaders since the stereotype is that men are more likely to hold the leadership positions than women (AAUW, 2016; Brewer, 2017; Marius, 2017). There could be one or more of these that limit the advancement of women.

Confidence as a Barrier to Pursuing Leadership Positions

Since there have been men primarily in senior leadership positions, which literature supports, women do not apply themselves or strive to become leaders (Moazzam, 2013). Chisholm-Burns et al. (2017) noted that women demonstrate less confidence than men. The confidence is affected by the lack of recognition, lack of challenging assignments at organizations, or being ignored when trying to speak up at meetings (Chisholm-Burns et al., 2017; Marius, 2016; Warrell, 2016). The ideas that are spoken during the meeting tend to be overlooked or even stolen from their male coworkers. These components can result in women to skip opportunities to attend meetings, or any training sessions that involve heightening their leadership capabilities or just remain quiet during any women to attend. Lastly, women tend to not think outside the box or take risks (Marius, 2016; Moazzam, 2013; Warrell, 2016), making men better candidates when leading organizations.

There was a study that was conducted by a woman who traveled to America from Australia that validates that women have lower self-esteem than men (Warrell, 2016). The mentality of women can be founded for several reasons. One is the fact that women are genetically obligated to have less confidence (Chisholm-Burns et al., 2017; Warrell, 2016). Another reason is that since men over the years have been in positions of power, women do not have much to compare themselves to (Warrell, 2016). There are a few women who take risks due to the lack of confidence or feel that they can strive towards leadership positions with the fear of losing their current positions as well (Warrell, 2016).

There were other studies completed that expands on how women do not strive for leadership from the lack of mentality or confidence. Women may enter organizations thinking that they will have opportunities to move up the echelon, in particular, there are 43% of women entering the workforce who think this (Stanberry, 2015). However, there was a study that validated after two years in the workforce, the number of women who still have the ambition to become senior leaders have decreased to 16% (Stanberry, 2015). All these studies confirm that women's mentality or lack of confidence can limit them from becoming senior leaders within their organizations.

Gender Discrimination Through Workplace Policies

Another barrier that is present in organizations, especially those that are male dominated, are policies or flexibility for women to balance career and home life or work with those women that would need to decrease hours at work (Chisholm-Burns et al., 2017). The barrier can result in these women to be overlooked for promotions. Moazzam (2013) emphasized on this barrier by verifying that those employees who have other

responsibilities at home do not have opportunities in leadership positions. Usually, the men are more favored.

Women Mentors and Sponsors

Chisholm-Burns et al. (2017) provided another reason for women who do not advance in their careers, which is due to lack of mentors or women for other women to look up to who have secured senior leadership positions (Marius, 2016). Mentor's primary responsibility is to guide those subordinates within the organization (Ibarra, 2010). This responsibility can impact women who seek to become leaders. If they do not observe many women in senior leadership positions, they can have a decreased drive to become leaders themselves (Chisholm-Burns et al., 2017; Marius, 2016). Women's drive is pertinent to the success of women to advance in their careers. Mentors play a role in motivating and encouraging women to pursue leadership positions in their organizations (Chisholm-Burns et al., 2017; Trotter, 2016). In addition, mentors have an imperative role in providing advice to overcome the life or work components that are utilized as excuses to not move forward or up the organization stratum.

Sponsorship is a step up from a mentor. Ibarra (2010) described sponsors as those who not solely guide the subordinates but act as an advocate. There is a lack of this type of support; however, for women in organizations (Ibarra, 2010). The 2002 study conducted by Lisa Torres and Matt Huffman confirmed that genders prefer to have same-sex mentors and sponsors within organizations (Fogarty, 2009). There is no support for women to be compelled to dedicate and commit themselves to advancing in their careers. They are happy with being invisible or in positions where the women do not have to

make major decisions. The higher up the echelon the sponsor works, the greater

probability for the mentee to be promoted or considered for leadership positions (Ibarra,

2010).

There was a study conducted by an organization, in which there was an interview

conducted on men and women in 2008 and 2010 (Ibarra, 2010). The study demonstrated

that although both genders mentors, men still were promoted more than women by

approximately fifteen percent (Ibarra, 2010). These aforementioned statistics provided

evidence on how pertinent mentors or sponsors are to the advancement of women or the

lack of promotions. Women should encourage other women to become mentors,

especially those that are in the leadership positions (Warrell, 2016).

Networking Opportunities and Resources

All the previous reasons result in the lack of networking and resources from

inside and outside the organization for women. The increased mentality and stereotypical

characteristics of women being responsible for home care and families limit the number

of conferences and/or work trips (Chisholm-Burns et al., 2017; Moazzam, 2013);

consequently, the women do not gain resources or network opportunities to be provided

to hear or be promoted within their organization or other organizations. Chisholm-Burns

et al. (2017) note that the absence of work trips and conferences supports the stereotypes

of women being stuck at home to care for the house and family.

Although William Bielby (as cited by Fogarty, 2009) noted that women contain

better characteristics to network, men have more opportunities because they tend to be in

higher statuses or senior leadership positions or sometimes middle managers (Fogarty,

2009; Dominici et al., 2009). The reason men most likely have more opportunities is due to the fact they can attend more away from work trips and first in line to hear about promotional opportunities. Since women are "supposed" to be at home to care to do chores and take care of children, men do not think that they are qualified for the jobs that could open within organizations, such as emergency management.

Leadership and Associated Gender Traits

Leadership is defined and primarily referred to as being masculine (AAUW, 2016). This is assumed to be one of the reasons women are more reluctant to hold senior leadership positions. AAUW (2016) described the masculine traits as aggressive seek out conflict or strength. There have been women who can demonstrate these qualities; however, any aggressive or abrupt behavior results in an apologetic manner (AAUW, 2016). This action could confirm the assumptions that women are soft or not assertive enough to implement the necessary traits to lead. Lastly, the women are less selfish than men when working towards promotions (AAUW, 2016).

Pew Research Center (n.d.) provided information from a 2014 survey that identified pertinent traits should exhibit. Although women agree more, honesty is the primary trait desired in a leader (Pew Research Center, n.d.). The population expects their leaders to provide adequate information and to be straightforward. The subordinates should not be lied to encourage the subordinates to work harder solely. It will discourage the worker from continuing to work harder once they are familiar with being lied to and not receiving promotions. In the long run, it could potentially decrease motivation and result in poor production.

The other equally pertinent traits are intelligence and the ability to make ultimate decisions (Pew Research Center, n.d.) The subordinates respect those leaders who are knowledgeable about all aspects of the tasks and processes in an n organization. The questions or concerns should be answered and addressed by leaders; consequently, the answers need to provide adequate information to succeed. In addition, these leaders need to make the decisions that will be unbiased (Springer, 2016) and ensure the needs are fulfilled and are safe. The additional traits include organizational skills, compassion for their subordinates, innovative, and demonstrate equal or more ambition to motivate their subordinates (Pew Research Center, n.d.). According to the 2014 survey, men favor decisiveness and ambition. Both men and women agree that intelligence and innovation are equally pertinent traits to be present in an effective leader (Pew Research Center, n.d.).

Women were expected to have less aggressive traits than men (AAUW, 2016; Dubrin, 2013). When the women try to demonstrate the same traits as men, the repercussions are greater. Subordinates tend to dislike women leaders and disregard any goals or commands by the women in senior leadership positions (Johns, 2013). Men gain more respect than women. In addition, men are not held as high standards as women (Johns, 2013). Women essentially are critiqued in heightened views or leadership characteristics are held at a higher level than men. There is a challenge to get to the leadership positions as well as difficulty implementing the required tasks and goals subsequent obtaining the positions.

There are many traits that women have but are overlooked. The first trait overlooked or not valued in women is that they are driven (Llopis, 2014). This quality is good for leaders in emergency management. Many challenges emanate from disasters or emergencies, and the leaders need to think quickly to address them (Springer, 2016). Emergency management leaders additionally should think strategically, which is another trait of women undervalued (Llopis, 2014). Llopis expands by stating that the reason women think strategically is due to their constant curiosity driving them to think beyond primary challenge. Other qualities include passion, taking risks, communicators, and problem solvers (Llopis, 2014). All these qualities are pertinent to be effective emergency leaders (AAUW, n.d.; Llopis, 2014; Springer, 2016).

Leadership Styles

Dubrin (2013) posited that leadership styles differ between men and women. Good leaders do not involve personal attributes; however, most of the population refer to leaders as those who dominate subordinates or have charisma (Bradberry, 2015). An effective leader is essentially an effort and encouragement to maximize the skills and ideas of their subordinates to achieve a goal (Bradberry, 2015). This leadership style alludes to be more transformational. Transformational leadership style is defined as those leaders who emanate the employees' ideas and skills (Dubrin, 2013). In general, this leadership style is utilized or demonstrated in women (AAUW, 2016; Dubrin, 2013). Women additionally are known to nurture and have regard to (AAUW, 2016), opposing to men.

Zhu et al. (2012) divided transformational leadership style into four components: idealized influence, motivation, logical stimulation, and consideration for individuals. These components describe transformational leaders as those who encourage ethical and moral conduct and west goals that exceed their subordinate's expectations (Zhu et al., 2012). These leaders are continuing to challenge those to reach these expectations. Transformational leaders can encourage subordinates to think "outside of the box" to solve issues or develop new methods in the organization. Lastly, transformational leaders identify each subordinate's needs to grow and reach success in their organizations (Zhu et al., 2012; Dubrin, 2013).

The implementation of transformational leadership style can maintain a trusting relationship between leaders and subordinates. Trust should be critical in the relationships between leaders and their subordinates. If the leaders trust the subordinates to make decisions and respect their ideas and thoughts, then the subordinates will trust the leaders (Springer, 2016). Dubrin (2013) described this leadership style when relative to styles adhered to from women; consequently, it can be assumed that the trust is more prevalent within organizations where women hold positions in the leadership. Women have softer leadership styles (Moazzam, 2013), which can build trust between them as leaders and their subordinates. Men force the accomplishments of goals by punishment and fear (AAUW, 2016), while women combine criticism with good quality and do not utilize fear tactics. Springer (2016) emphasizes that trust is built by eliminating fear to motivate others and adhere to the working styles and needs of their subordinates.

The leadership style that defines the act of rewarding subordinates is referred to as transactional leadership. Dubrin (2013) defined transactional leadership as those leaders who generally motivate their subordinates with rewards and punishment for wrongdoing. However, if women reprimand the subordinate, the reprimand is in correlation with a good quality, or the criticism of the subordinate is buffered by a good quality (Dubrin, 2013). During the review of the literature, it is assumed that women do not fully implement transactional leadership. Transactional leaders can be effective while subordinates can work well in the organization with structure (Spahr, 2016).

Transformational leaders encourage subordinates to reach and exceed higher expectations while transactional leaders conform to the organization's existing structure and adhere to the rewards and punishment system already in place (Spahr, 2016). Transactional leadership style maintains the requirements or standards of the subordinates; subsequently, rewarding and punishing those who comply with these requirements or rebel (Spahr, 2016). Bass, Howell, and Bruce (as cited by Spahr, 2016) divided transactional leadership style into three dimensions: contingent reward, passive management exception, and active management exception, which is rewarding subordinates for meeting the requirements, interference when there is an issue and monitor the progress and punish for not adhering to the organization's requirements, respectively.

According to Spahr (2016), transactional leaders are more effective leading organizations composed of first responders and military personnel, similar to the initial group of emergency management organizations. In emergency management

organizations, however, there were primarily men (Pittman, 2011); consequently,

transactional leadership to conform to male leaders. During literature review, it was

evident that women have more difficulty demonstrating masculine or assertive qualities

(AAUW, 2016), which results in less transactional leadership style and more

transformational.

Emergency Management Leadership Styles and Traits

Emergency managers and senior leaders have a responsibility to protect and

preserve personnel in the organization for carrying out tasks to address emergencies and

disasters smoothly (Charpenter, 2017). In addition, leaders need to be involved in

identifying the strengths and weaknesses throughout the organizational structure and

performing tasks to reach the ultimate goal(s) and mission(s). Other responsibilities of

leaders include coordinating efforts addressing emergencies, ensuring resources and

training are provided, maintaining a positive relationship with local media, and

disseminate adequate and relevant information to all personnel involved and the affected

communities.

Emergency management leaders need traits that are emanated in leading teams.

The Emergency Management Leaders need to have abilities to not only lead their

subordinates, but interact with media, elected official or key personnel, personnel

involved in recovery, training, responding, or preparing for an emergency, and lastly, to

promulgate the necessary information to the affected communities (McBride-Jones,

2016). Generally, leaders should be familiar with how to adhere to those needs and

methods to ensure all involved understand the information relative to emergencies in their respective areas.

Springer (2016) describes six highlighted and pertinent traits needed by emergency managers to ultimately become and maintain effective leadership, which can be innate or learned from experience and education. These traits are described as moralist, jurist, teacher, steward, philosopher, and action-oriented thinker (Springer, 2016). Similar to effective leaders, the emergency management senior leadership should have the ability to make unbiased decisions thought through and those during the action, knowledgeable and guide those working beneath them, and motivate the workers with honesty and integrity. The traits of emergency management that were not discussed in traits that make an effective leader are to be a steward and lead by example; adhere to the mission of the emergency management organization (Springer, 2016).

Transformational leadership style has been described in previous sections. Transformational leadership style is implemented more by women leadership (Dubrin, 2013). Transformational leadership contains the flexible characteristics the Emergency Management leaders need to guide a team and enforce tasks to adhere to their goals and missions (Springer, 2014). The attitudes of Emergency Management employees are inclusive; consequently, the leaders need to adhere to each personality. Transformational leaders tend to have the ability to relate to each subordinate because they encourage each subordinate to be their individual to succeed at each task (Springer, 2014; Zhu et al., 2012; Dubrin, 2013). Bass and Steidlmeier (as cited by Springer, 2014) stated that Emergency Management leaders portray transformational leadership by "expands the

domain of effective freedom, the horizon of conscience and scope of altruistic intention to share mutually rewarding visions of success and empower employees to convert visions into reality" (Springer, 2014, para. 3). The emergency management leadership style was supported by a survey Springer (2014) conducted assessing 300 leaders from the Department of Defense (DoD), who added that these leaders could act quickly and develop ideas in high-stress situations.

Strategies to Overcome the Glass Ceiling in Emergency Management

Literature has provided several barriers that support the glass ceiling phenomenon in emergency management organizations. The literature additionally provides the strategies that can overcome these barriers to essentially remove the glass ceiling from emergency management organizations resulting in the ability to maintain motivation and morale of women in the workplace. There are strategies to overcome each of the reasons the glass ceiling invisibly exists in Emergency Management organizations. To recap, the glass ceiling, according to the previous literature, exists from biases and stereotypes, lack of leadership mentality, no women mentors or sponsors, policies that put women at a disadvantage, and decrease networking opportunities and resources to achieve in their organizations (Chisholm-Burns et al., 2017).

Bias and stereotypes impact the promoting decisions, especially toward women (AAUW, 2016; Chisholm-Burns et al., 2017; Kiausiene et al., 2011). For women to have a fair chance in advancement, there are four strategies that can be implemented. Employers and leaders of organizations need to have sessions, such as workshops, available to increase the understanding of the gender biases and stereotypes. The training

can assist in identifying and reducing bias and stereotypes relative to genders (Chisholm-Burns et al., 2017). For example, the decision maker might overlook women for promotions due to the stereotypical characteristics that women need to be home taking care of the family, while men work (AAUW, 2016; Kiausiene et al., 2011; Moazzam, 2013). Acknowledging that the biases and stereotypes exist can potentially encourage an open mind and focus on qualities of the candidates, despite their gender. Ensuring there is a combination of both genders and inclusive variety of decision maker can additionally eliminate these biases and stereotypes (Chisholm-Burns et al., 2017).

All levels of the organization and women themselves should identify the challenges into leadership (Chisholm-Burns et al., 2017). Subsequently, the employer, leaders, and the individuals can work together to address each individual's challenge. The goal would be to eliminate the glass ceiling and associated limitations within the organization. Individual women may have the ability to identify the challenge of the glass ceiling that those leaders overlook. The employers and leaders can additionally implement work environment surveys to improve any challenges or discrimination that is present in the workplace (Chisholm-Burns et al., 2017).

The next reason the glass ceiling still exists in emergency management could be the lack of women as mentors or sponsors. There are very few women in leadership positions for thriving women to look up to. There are several strategies that Chisholm-Burns et al. (2017) provided to overcome this reason. Strategies include encouraging and introducing women to the successful women, who have overcome the glass ceiling, identify, and assess women and associated discrimination, and address the discrimination

in hopes to eliminate it. In addition, the employers and leaders within the organization can develop and implement sponsorship programs. The programs should be comprehensive and have pertinent components to hold sponsors accountable (Ibarra, 2010. The sponsorship program should have methods to evaluate the sponsors (Ibarra, 2010). The evaluations can be conducted by the individual subordinates, employers, and leadership within the organization. The evaluation results can be utilized to heighten the abilities of the sponsors and improve their guidance for women to be promoted.

Although the glass ceiling is primarily invisible (Chisholm-Burns et al., 2017; Kausiene et al., 2011; Mazzoam, 2013), it can be found behind the organization's policies. Employers and leaders need to promote policies that permit women to balance their careers and their home life (Chisholm-Burns et al., 2017). For example, the employer should provide short-term disability or family leave for those women who have children without reprisal or changes to their positions. Women should not be punished with losing opportunities for advancement or being demoted to less pertinent jobs that most believe women should be tasked with.

Another strategy is to modify policies to permit women to have flexible schedules or the ability to work from home when needed (Chisholm-Burns et al., 2017). Women should not be penalized if they need to take time to care for children or homes. In addition, each level of employment, from leaders to individuals, needs to identify any limitations that prevent women from being promoted (Chisholm-Burns et al., 2017). The aforementioned information provides several limitations that can be identified from lack of mentorship and sponsorship programs or bias and stereotypes present during decision-

making processes in the organization. Flexible hours or working from home can additionally assist with the ability to work full time. Women may not have to decrease their hours at work (Chisholm-Burns et al., 2017).

The last reason is women lacking networks or resources to continue working and succeeding at the organization's missions. First, the employer needs to make sure there are similar budgets for both genders so that women have as many resources as men, such as training and funds to attend workshops or conferences (Chisholm-Burns et al., 2017). Many other strategies that are implemented are similar to eliminate several of the reasons for the glass ceiling. For example, identify challenges throughout all aspects, including networking. Actively provide training, seminars, and workshops to build skills in leadership and increase opportunities for networking (Chisholm-Burns et al., 2017). The women can be trained and educated to demonstrate leadership qualities and become confident to be their own advocate of promotional opportunities.

Motivation in the Workplace

Motivation is "the level of energy, commitment, and creativity that a company's workers bring to their jobs," ("inc.com", 2017, para. 1). Heathfield (2016) described motivation as the employee's drive to succeed at their tasks or processes for which they are responsible. The management needs to select those motivation tactics that adhere to the subordinate's needs and working styles. Each employee can be different in what motivates them (Heathfield, 2016).

Literature has additionally mentioned that a downfall to be a leader is the lack of knowledge or skills that foster each employee's motivation (Heathfield, 2016). The

leaders need to be familiar with the role that they hold as leaders and the importance of encouraging good performance and motivation in the workplace (Brooks, 2007). In general, the leaders need to be familiar with the impact that they can have on the performance levels of their employees. The leaders need to be honest and follow through with the benefits that are promised for completing goals or the task they are responsible for.

All these methods can be categorized into extrinsic or intrinsic motivating factors. Intrinsic motivation stems from achieving the tasks itself (Frey & Osterloh, 2002). Intrinsic motivation can be narrowed down to three forms. Frey and Osterloh (2002) described these intrinsic forms as job satisfaction, adhering to standards, such as ethical standards, for themselves, and succeeding goals that were set for them. These are additionally described as personal awards (Cherry, 2017). Extrinsic motivation is a motivation method that encourages the employees to perform their tasks and goals to obtain rewards and to avoid the negative consequences (Cherry, 2017; Frey & Osterloh, 2002).

Again, the leaders need to have the ability to determine the methods that motivate each employee to succeed in the goals and tasks in their organization. Some benefits are described provided to employees, such as adding childcare facilities for those who have families, which will additionally instill trust in the relationships, or providing company cars ("inc.com", 2017; Heathfield, 2016). Benefits would be extrinsic rewards. Trust and motivation are additionally built with flexibility and understanding of home life, so

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employees do not have to choose the one that is more important (Springer, 2016,

"inc.com", 2017).

Literature additionally noted that empowerment is a good motivating method

within organizations. Provide opportunities for employees to be involved in the decisions

throughout the organization and use their ideas ("inc.com", 2017). Ownership of the

ideas that are implemented will increase their commitment to wanting their ideas to

succeed. Actually, listening to the employees can increase motivation. If the employees

are ignored, then they might feel that there is no point in succeeding; consequently, lose

their motivation in the workplace. Empowerment can be considered intrinsic motivation

(Cherry, 2017; Frey & Osterloh, 2002).

Other extrinsic motivating methods that Heathfield (2016) and "inc.com" (2017)

suggested and discussed include money, such as raises, promotions, which could mean

more money, and simply recognizing and awards to ensure that the employee does feel

appreciated for their hard work. Sometimes, the employee solely receiving recognition

can be motivated to continue to work harder and succeed at the tasks. This intrinsic

motivation can be recognized for their own goals or the goals of the organization. There

is lastly, the opportunity to heighten the knowledge about the jobs ("inc.com, 2017). For

example, in emergency management, the employees might be familiar with the actual

emergencies themselves, however, providing training on making decisions or providing

additional learning on how to communicate information with the communities, such as

training for preparation during emergencies, can be an intrinsic motivating method.

Summary and Conclusions

I have reviewed literature primarily from the last 10 years to determine the gap relative to women in the workplace, specifically emergency management. The literature has informed the readers of the glass ceiling, which limited women in promotional opportunities in emergency management, why it exists, and possibly impact on motivation and morale in the workplace. The literature additionally explained the stereotypes that are present in normal society and the obstacles that had or must be overcome to gain equality in emergency management.

The literature that was reviewed additionally reviewed how motivation and morale can be impacted in organizations with being overlooked for promotions. There were several theories analyzed to obtain a foundation for the research. The lack of information from the literature regarding women in emergency management and the impact on motivation and morale encouraged me to expand on the study and make aware of the glass ceiling, how stereotypes can skew perceptions of women be effective leaders in emergency management, and the impact this could have on their everyday lives. Chapter 3 will be discussing the research method utilized for this research study, rationale, data analysis method, and trustworthiness of the study.

Chapter 3: Research Method

The purpose of this qualitative study was to explore the experiences of women working at a large emergency management organization, specifically how perceptions of the glass ceiling affected their motivation and attitude in the workplace. A case study approach was employed to address the RQs, which heightened the understanding of a phenomenon (see Creswell, 2009). The method of research involved collecting information from women who held executive-level positions in emergency management, worked in nonsupervisory or secondary level supervisory positions, or sought executive-level positions in a large emergency management organization. My goal was to explore participants' experiences with perceived limitations in their careers when trying to progress to executive-level positions in a large emergency management organization. Also, I explored participants' motivation levels or morale when overlooked for promotions while trying to progress in their careers. This chapter will continue to provide information on the design and rationale of the research study, role of researcher, the methodology, data collection methods, and data analysis methods.

Research Design and Rationale

The research method needed to be effective in addressing the glass ceiling phenomenon, specifically to answer the RQs. The three RQs were

RQ1: What is the experience of women seeking an executive-level position in a large emergency management organization?

RQ2: What are the experiences with motivation of those women who are seeking progression in a large emergency management organization?

RQ3: What are the experiences with morale of those women who are seeking

progression in a large emergency management organization?

I used a qualitative case study design to identify the leadership styles and traits of

women in emergency management. I also sought to explore women's experiences

regarding barriers to advancement and related impacts on their motivation and morale in

the workplace. The qualitative method was selected because it offered a means of

clarifying participants' perspectives and experiences related to the study phenomenon.

The study may encourage positive social change in emergency management and compel

others to conduct extensive reviews of their organizations.

I selected the case study to address the RQs. Yin (2013) described the reasons

case studies should be utilized. The first reason is to answer "why" questions (Yin, 2013),

which adheres to why the limitations still exists in emergency management. The second

component of this first reason is "how" (Yin, 2013), which explains how motivation and

morale are impacted.

The second reason case studies are a good method is that the experiences of the

participants cannot be skewed or misinterpreted (Yin, 2013). In reporting the data, I

believe that I conveyed participants' experiences of the glass ceiling and, consequently,

that I could not manipulate their firsthand experiences. Not being able to skew the

participants' experiences helped ensure that bias would not present in the analysis of the

results.

Another reason why a case study was appropriate for the study stemming from the

lack of conclusions in reviewed research studies and literature developed from this

study's contextual settings (Yin, 2013). Motivation and morale can be observed in the emergency management organization setting. The setting of these participants has more fast paced that data findings validated. Subsequent much review on the qualitative research method, I considered a descriptive case study approach describing reasons the glass ceiling still exists and the impact of motivation and morale in the workplace.

I reviewed other methods to use for studying the research topic. One method was to utilize a quantitative method or mixed method to address the questions. The quantitative study exceeded the scope of my case study. The quantitative study involves the use of closed-ended questions (McLeod, 2017), which was inconsistent with my objectives in the current study. The setting of the quantitative study is more controlled than qualitative, as well (McLeod, 2017). I desired to assess the participants' experiences in their natural setting, most likely in the field or office settings. The quantitative method does not permit the participants to explain their own experiences, which is another reason why it was not appropriate for this study. The RQ results were in narrative form; consequently, statistical values were not feasible. The study needed to elicit information to address the three RQs to validate if limitations still exists and the perceived impact on motivation and morale in a large emergency management organization. Finally, the quantitative study is often interpreted or analyzed as an exact numerical result, which was additionally outside of my goals. These aforementioned reasons eliminate quantitative research methods as more effective approach to substantiate the reasons there was still perceived gender limitations in emergency management organizations and the affect of motivation or morale.

Role of the Researcher

My role as a researcher was to primarily act as an instrument for data collection (Denzin & Lincoln, 2003). I collected data through interviews of women at various employee levels in a large emergency management organization. The ultimate goal was to interview participants without bias or integration of my own experiences (Stadtlander, 2018). I needed to remain at a neutral position.

I had no personal relationships with any of the participants and did not work at the study organization. One method to obtain interviews was to network with coworkers; however, when I implemented this method to obtain resources and avenues to retrieve data, I ensured there was only professional relationships between my coworkers and the resources as to avoid any biases or manipulations that could occur with collected data. My coworker, the emergency services coordinator at my current job site, provided contact information for employees, and I confirmed that this coworker did not have any undue influence on the research study by holding discussions with those that were recommended and by simply asking the question to ensure there is no bias or coaching. I also identified a few participants from my LinkedIn account who held positions at the study organization.

There was no manipulation of information to skew the results or findings. My goal as the researcher was to collect truthful data on experiences and situations. Sharing any information that could potentially skew participants' perspectives on the experiences. This was true of the interview process as well. In order to avoid this, I kept a notebook

and wrote down my thoughts or opinions and did not communicate them to manipulate the interviewee (Stadtlander, 2018).

Methodology

Participant Selection Logic

I used two sampling methods for this case study. One was purposeful sampling. I selected this sampling method because it involves selecting the participants that have the firsthand experience with the study phenomenon (Palinkas et al., 2015), which was the glass ceiling. In addition, I selected women who were employed at the executive level, second level/regional supervisory, and nonsupervisory levels of a large emergency management organization, since the study focused on glass ceiling's impact on women's morale and motivation. I obtained the list of executive-level supervisors from the organization's website. Subsequent initial contact via email, I asked the executive-level supervisor participants to provide contact information (i.e., email addressed) for nonsupervisory-level employees. The sampling method was selected in hopes that the participants would share their own experiences and be truthful when providing information. The purposeful sampling was inadequate for selecting participants who were not senior level executive or second level supervisors because the women who were employed as nonsupervisory staff were initially unknown. This reason is why I selected another sampling method in conjunction, snowball sampling.

Snowball sampling method is essentially implemented when there are components, or, as in this case, participants are unknown to the researcher (Research Methodology, 2017). The current research had an unknown group of women who are

involved in second level or regional supervisory level or nonsupervisory positions at a large emergency management organization; consequently, this was the reason this method was adequate. Snowball sampling involves referrals from active participants in the study (Research Method, 2017). I implemented this method by asking those participants who were known, such as the executive-level leaders of the study organization, for the names and information of other women with experience of the glass ceiling, motivation, and morale in the workplace.

The participants were selected and contacted through a large emergency management organization. I ensured the women who were interviewed had valuable information and experiences regarding the continuance of the glass ceiling's existence and had an insight on how motivation and morale were impacted by the perceived glass ceiling determined on the first contact with the participants. The valuable information obtained during first contact was used be to expand on the research questions in the case study. This information was listed and discussed in the initial emails to prescreen the participants. The criterion was to select those women who had an opportunity to be a leader or was already a leader. The senior employees had a higher possibility to have experienced the glass ceiling (i.e., 30 years ago), because in earlier years there was no support system for women to advance in their careers (King, 2018). The initial ideal number of participants was approximately 20 for the case study, which Bakers and Edwards (2012) recommended researchers to reach data saturation, which I did at 17 participants. I interviewed women holding secondary supervisory leadership positions

and nonsupervisory positions that preferably want to move up the emergency

management stratum at the large emergency management organization.

The women were contacted via email and/or LinkedIn initially. In order to

maintain their anonymity, I assigned a pseudonym if their information was utilized for

the study (i.e. MM01). Subsequent initial contact, I gained other women who are not

listed on the large emergency management organization website by the snowball method.

This was done by reviewing a large emergency management organization's

organizational chart providing the executive-level positions and contacting them. The

initial contact (i.e., emails) began with an explanation and the intent of the research study.

It also emphasized the confidentiality of the study and solely focused on individuals. The

research also included 17 interviews to avoid what Mason (2010) stated that there was

chance that a researcher was not able reach a point of saturation to achieve all the

information that is relevant to the research questions.

Instrumentation

The primary instrument was how I elicited the in-depth information valuable to

the case study. This qualitative study, generally, involved obtaining information through

interviews that contain experiences about the glass ceiling, and ultimately, I obtained

information to address the impact of motivation and morale on women who experienced

the glass ceiling in their organizations. The instruments utilized for the case study

included telephonic interviews with specific open-ended questions and encouraged

participants to share experiences and previous literature discussing the topic of the study.

Open-ended questions permitted the women to volunteer information that was not

specifically asked of me, which was pertinent. The interviews additionally assisted in identifying other women that could be beneficial to study by the snowball method.

   The research included interviews and answered questions specific to their current positions. Subsequent identifying the level of employment, there was leading questions asked of the women holding these positions. The questions are available in Appendix A.

Since literature has discussed transformational leadership as being the style of leadership more effective in emergency management, I began with determining if the women adhered to the criteria for being a transformational leader or oppose this leadership style to answer a possible reason the glass ceiling existed.

Interviews additionally were conducted with those women who are employed in non-supervisory positions. This component was particularly pertinent in addressing the research question in regard to the impact of motivation and morale in the workplace when experiencing the limitations to prevent women from being promoted. These interviews addressed the three research questions regarding why the glass ceiling still exists and the perceived impact of motivation and morale in the workplace subsequently women being overlooked for promotions in emergency management, focusing on executive level positions. Table 1 shows the alignment of research questions and interview questions. All the interviews and the instruments utilized are based on the literature discussed in Chapter 2.

Table 1

Interview Questions Aligned With Research Questions

Interview question	Research question
Can you explain some perceived limitations in your own words?	RQ1
What are your experiences, if any, with the glass ceiling while working at a large emergency management organization? Explain a situation where it was observed or experienced.	RQ1
Describe any perceived limitations associated with the glass ceiling?	RQ1
Describe any perceived stereotypes that may have been applied?	RQ1
Explain how these limitations impacted motivation or morale in the workplace?	RQ2, RQ3
What limitations were present when striving to hold an executive level positions, if you have or were to?	RQ1
Do you feel that your motivation might have been impacted to continue working if you experienced the glass ceiling? Describe the feeling.	RQ2
How was your morale impacted if you experienced the glass ceiling? Provide an example.	RQ3
Why do you think you might have been passed over or if you have not attempted for a senior leadership position or a secondary supervisory position?	RQ1
If you did not experience the glass ceiling, do you feel that it would impact your motivational level in the workplace if you were passed on for a promotion, such as other women who might have?	RQ2
What are some motivational components that would work with you continuing your tasks successfully? Extrinsic or Intrinsic? Can you provide examples?	RQ2
What strategies would you utilize when you have another opportunity to become an executive level leader next time a promotion comes around?	RQ1

Note. RQ = research question.

Procedures for Participation, Recruitment, and Data Collection

The data collection began subsequent approval from Walden University's Institutional Review Board (IRB). I began by collecting contact information from executive level leaders in a large emergency management organization. A method was to review the large emergency management organization website to obtain other executive-level position names and contact them. Attached to the initial email was a form to validate consent to use information obtained through interviews in the case study. In addition, interviews were utilized to encourage the participants to provide recommendations to me for additional women participants who do not hold supervisory positions. Once I receive the recommendations for the non-supervisory women, I contacted these participants to obtain information for the case study.

I assigned participants unique numbers and letters, which was described in the initial description of the research study. The identity of the participants was confidential during the implementation of the qualitative instrument. At the initial email, I attached a consent form that outlined the information for the participants providing an option to withdraw from the case study any time.

I received responses from 21 women that were willing to participate for the recommended 20 participants or the number to reach data saturation in a case study (Baker & Edwards, 2012). Due to scheduling conflicts or reaching the saturation point, I did not interview the four women. The intent was to gather information during a 2- to 3-week time frame. There was a possibility that the initial contact might not be successful; consequently, I would have given the potential participants a week and updated with a

follow-up email to remind those who have not responded. I would wait for the response

from the second attempt to contact. The wait was for approximately 1 week, which

another attempt to reach participants would be implemented. It was possible that

subsequent to any of these attempts that the participant goal may not be reached. At this

time, if there was not a sufficient number of participants, then I would have reached out

in attempts to obtain help from other points of contact or assistance from someone in

emergency management to achieve my goal; however, I did not have to implement the

plan because I received consents from enough participants to reach my goal and data

saturation.

Data Analysis Plan

Subsequent initial contact, I assessed the contact information or list of names and

identified women who adhered to the criteria of the case study. This initial contact

additionally included obtaining the recommendations for other women who were not

holding leadership positions. The women who were recommended were contacted to

begin obtaining information for the research questions. There were different questions

provided to the nonsupervisory participants focusing on obstacles in their career

progression, experiences with the glass ceiling and any impact on motivation and morale.

Once I determined the women who were supervisory and nonsupervisory

employees, I selected the set of interview questions to obtain the relevant information.

There were approximately eight interviews with women in executive level leadership,

five secondary supervisors, and four nonsupervisory participants. The interviews with

varying levels of leaders extracted information that addressed the research questions. The

first research question was focusing on obstacles or the reasons the glass ceiling still

exists when progressing up the emergency management hierarchy. I gained methods to

overcome these obstacles, as well. During the discussion when the participant's

experienced obstacles, then I determined how their motivation and morale were impacted

or would be impacted. Lastly, the interviewee determined if any extrinsic or intrinsic

motivational factors were involved in their experiences.

The second set of interviews was conducted with non-supervisory level

employees to add data to the first research question of why limitations still exist in

emergency management. In addition, the second and third question was addressed which

described the impact of motivation and morale in the workplace subsequent experiencing

the invisible barrier preventing advancement in their career. Both the sets of interviews,

which was initially via email, was reviewed and validated to ensure my interpretation was

adequate.

The interviews and the documentation methods were utilized to address the three

research questions. The data collected was analyzed for matching patterns or themes

(Yin, 2013). I ensured to utilize the facts in implementing this method eliminating any

bias or skew the data collected. The patterns were linked to each research question or

narrowed down from main categories. The first research questions matched with reasons

the glass ceiling still exists in a large emergency management organization to spread it

across other organizations. The research question identified leadership traits and styles of

women in leadership currently. The second and third questions determined if there was

the impact on the motivation of women who desire leadership positions and were

overlooked. The data was entered into a metrics via Microsoft office table to consolidate from the three qualitative sources.

First, I reviewed notes. I coded the transcript and notes by grouping the patterns together under the respective category on the table I developed (Saldana, 2016). The table was separated into rows and columns that are aligned with each research questions. The columns contained supervisory, both levels, and non-supervisory while the rows contained the research questions. The patterns or coded data needed to adhere to the glass ceiling and address the three research questions for the research study to be successful. Only the data that relates to the three research questions was utilized in order to stay focused on the research case study information. The intent was to not steer away from the purpose of the research.

Issues of Trustworthiness

Credibility

I utilized two methods to ensure the data is credible. Bowen (2005) and Korstjens and Moser (2017) provided these two methods as member checking and triangulation. Member checking involved compelling the participant who was interviewed to review the data that the research transcribed and my interpretation (Bowen, 2005; Korstjens & Moser, 2017). The participant reviewed my interpretation to ensure that I did not interpret any of the answers the wrong way. It additionally ensured that the transcript of the interview captured all the answers to the interview questions.

Triangulation is an effective method to confirm results of my questions by asking similar questions of several of the participants (Bowen, 2005; Korstjens & Moser, 2017).

The data collected from several participants provided me a better analysis and answered

the research questions. I interviewed at least 17 women; consequently, there were

approximately 17 participants answering each phase of interview questions. Triangulation

additionally involved collecting data from several sources (Bowen, 2005). I reviewed

documentation and literature to address the three research questions before interviewing

employees from a large emergency management organization.

Transferability

Transferability refers to the ability of the research to be transferred to other

studies or environments (Bowen, 2005; Korstjens & Moser, 2017). This particular

research strategy can be utilized for other levels of emergency management, such as the

local level of communities or cities. In addition, the research can be applied to other male

dominant careers or fields. I can utilize the research strategy to collect data and analyze it

in the occupational safety and health field; however, there could be bias integrated into

the interpretation due to me having personal experience. The research strategy can be

utilized by other researchers who desire to assess the glass ceiling or the impact on

motivation and morale in the workplace.

Dependability and Confirmability

External auditors (Bowen, 2005; Korstjens & Moser, 2017) can determine

dependability and confirmability. I asked or encouraged a third party to review the data

that was collected from the interviews and literature review. The auditor interpreted the

data the same as me, confirming that my analysis of the data was adequate (Bowen, 2005;

Korstjens & Moser, 2017). Another benefit of a third party evaluating the research data

was that the other person can provide feedback or ask questions that would possibly be

asked during the time I defend my research or dissertation. I needed to ensure to

document each step of the research, so the third-party auditor was able to evaluate the

steps and identify any flaws that could be present throughout the research (Bowen, 2005;

Korstjens & Moser, 2017).

Ethical Procedures

First, I obtained contact information from the participants. The participants did

not have to participate if they did not feel comfortable or solely choose not to. The

participants were informed that their names or personal information will not be integrated

or provided in the collection or analysis of the data. The participants were labeled as an

anonymous variable, in particular a combination of numbers and letters for each phase of

interviews. The participants were additionally reminded that they can drop out of the

research study at any point if they feel uncomfortable or do not have the time in their

schedules. Lastly, the participants chose to eliminate any answers that may be given

during interviews.

I tried not to skew the answers in any way. The open-ended questions during the

interviews were worded in a way that does not encourage any answers. The participants

were reminded that there will be no reprisal for any answers due to the confidentiality of

the study and interviews. I did not move forward with interviews or data collection

without the Walden University's IRB approval. If I did not get permission from the IRB,

there was a chance the data was not able to be utilized the data to address any of the

research questions, which in turn, would result in the research being inadequate.

Summary

I utilized a case study, a qualitative method, to address the glass ceiling, why it still exists in emergency management and determine if there is the impact on motivation and morale of those women who are overlooked for leadership positions. There was initial contact with the women and who are executive level leaders in a large emergency management organization, which were provided on a large emergency management organization website via email. The initial contact identified their positions, any experience with the glass ceiling, and possible recommendations of other women who are the subordinates of these leaders. I had a goal to interview at least 20 women to obtain pertinent information or any relevant information for results of the case study (Baker & Edwards, 2012). To reach data saturation, I interviewed 17 participants to obtain information to address the research questions for emergency management organizations.

The data collected was analyzed by first, reviewing the emails. I coded the transcript from the notes extracting patterns (Baker & Edwards, 2012). The patterns were recorded on a table in excel worksheet. The categories were divided into those that address the research questions from the interviews of the women who hold executive level positions and the supervisory or non-supervisory positions.

Lastly, I ensured the information is credible by member checking and triangulation. These methods involved confirming the transcript and my interpretation from the person interviewed and asking similar questions to more than one participant, respectively (Bowen, 2005). Dependability and confirmability were implemented by a similar method. Bowen (2005) described this method as an external party to review the

research methods to determine if it can be utilized for other organizations or similar studies. The third party additionally ensure there was no bias integrated into the research results and interpretation from me. Chapter 4 will begin discussing the result of the interviews, including the themes emanated from each of the three research questions.

Chapter 4: Results

I collected data from 17 women employed by a large emergency management

organization (i.e., eight executive level leaders, five secondary supervisors, and four

nonsupervisory workers) to explore the impact, if any, of the glass ceiling on

participants' career advancement and motivation and morale. I obtained the data for this

qualitative study via interviews with the participants. The information I gained in the

interviews about participants' experiences allowed me to address the RQs. The data

collected also provided a better understanding of the overall acceptance of gender

diversity in the study organization and if these women's motivation and morale are

impacted positively or negatively by such diversity. All the participants were asked the

same series of questions in the interviews. I conducted the interviews through a

combination of phone and video meetings based on the availability of the participants.

The three RQs were the following:

RQ1: What is the experience of women seeking an executive-level position in a

large emergency management organization?

RQ2: What are the experiences with motivation of those women who are seeking

progression in a large emergency management organization?

RQ3: What are the experiences with morale of those women who are seeking

progression in a large emergency management organization?

In addition to the interview questions I asked to address the RQs, I also asked

another question of those women who were employed as an executive-level supervisor

and who whether they experienced challenges or not. I asked those who held the

executive-level supervisory position if they had any advice for those women who were

seeking progression in their careers from nonsupervisory or secondary supervisory levels.

The various types of motivation, both extrinsic and intrinsic, that are needed to continue

in their positions was also explored. In this chapter, I will discuss the research setting,

present demographics of participants, and discuss how data were collected and analyzed.

I will also describe the study results, including the identified themes from the data.

Setting

I conducted the phone and video interviews from my office at work or at home.

The participants being interviewed were also either in their work office or home office.

Primarily, they participated in the interviews from their locations in the scheduled time,

but I always emphasized that they should be in a setting where they were comfortable to

speak freely. Most of the interviews were conducted between 8 a.m. and 6 p.m. Eastern

Standard Time, Monday through Friday. There were a couple outliers that occurred on

the weekend. I prescreened the interviewees while scheduling the time and day of the

interview. The consent form completed by all participants provided them with additional

information related to the study.

There was one occurrence that may have changed the setting or results of the

interviews. The COVID-19 pandemic was a factor in many of the conversations. The

women I spoke with were disaster or emergency response team members and were

closely involved in COVID-19 vaccination implementation.

Demographics

This research study involved women working at a large emergency management organization. The participants had various years of employment at the organization, including those who were executive level, those who were secondary supervisory and working towards executive level, and those who held nonsupervisory position who were either executive level prior the interview or were working their way towards a higher position. Table 2 provides information on participants' position and years employed at the organization.

Table 2

Demographics of the Participants

Participant	Employment level	Years of employment
MM01	Executive level	18
MM02	Executive level	22
MM03	Secondary	3.5
MM04	Secondary	3
MM05	Nonsupervisory (formerly executive level)	25
MM06	Secondary	7 months
MM07	Executive level	10.5
MM08	Nonsupervisory	7
MM09	Executive level	4
MM10	Nonsupervisory	15
MM11	Executive level	9.5
MM12	Secondary	3 (1st term), 2 (2nd term)
MM13	Executive level	7
MM14	Secondary	3 months
MM15	Nonsupervisory	5
MM16	Executive level	16
MM17	Executive level	6.5

Data Collection

I explored participants' perceptions of the glass ceiling and experiences with motivation and morale. I conducted the study during the COVID-19, which resulted in certain limitations. The participants were employees of a large emergency management organization with various employment levels. I interviewed them virtually or by phone. I only interviewed those women who felt comfortable to freely speak with me. I began to recruit participants for interviews immediately after receiving approval from the Walden University IRB (IRB Approval Number 01-12-21-0603968).

I recruited the initial participants to interview through a large emergency management organization webpage on the LinkedIn social networking website. I reached out to possible participants on LinkedIn and sent them a message (see Appendix C). I had planned on waiting up to a week to hear a response prior to following up; however, I did not have to wait that long. I received responses from possible participants right away. When the women responded that they were willing to participate, I requested their email addresses to send the informed consent letter directly to them. Along with the completed and signed consent letter, the participants also provided me with a time and date to conduct the interview. Screening took place concurrently with the participants' review of consent letter and scheduling of an interview. Individuals declined the invitation to participate if they felt that there was no value in interviewing them. This was evident from the responses that were provided. For example, one woman stated, "Thanks for reaching out. I am not in emergency management, I'm a civil rights attorney. However, there are many women at [name redacted] who may be able to assist you."

To recruit participants, I also used the snowball method. There were a few participants who recommended other women that they felt would meet the inclusion criteria and add value to the study. They provided me with email addresses so I could contact these women with the aforementioned message; I also added an additional note stating who recommended them. After receiving an acceptance or declination response, I send the informed consent letter to those who accepted my request to interview them.

I conducted the interviews via Zoom video conferencing or the phone at the time and date that the participants scheduled with me. The interviews were kept as short as possible and were dictated by the redeveloped interview questions. Most of the interviews were approximately 30 minutes in length, with a few outliers lasting around an hour. I scheduled the interviews with the potential of lasting an hour. Each interview question asked related to one of the three RQs. I recorded each interview with a device that I downloaded on my phone or through the video chat function. There was one variance with this part of the data collection from what I described in Chapter 3. Originally, the recordings were maintained on my personal computer, as approved by IRB; however, there was a change compelling me to switch devices to my work laptop shortly after commencing data collection. COVID-19 forced my family to study at home, and I switched the recordings to the work laptop that I was using for personal and work purposes until we received school computers. I was able to code the interviews prior to the recordings being later deleted. I also wrote notes in my journal at the same time to extract pertinent phrases or words to use for thematic coding, which will be discussed in greater detail in future sections.

After interviewing 17 participants, I reached the point of saturation when participants started repeating information that I had already obtained. According to Mason (2010), data saturation occurs "when collection of new data does not shed any further light on the issue under investigation" (p. 2). The number of participants was dictated by reaching this point. Data saturation was obtained prior to interviewing the originally planned for 20 participants. I want to note that I originally had 21 women who wanted to participate, but due to a combination of scheduling and data saturation, I did not pursue interviews beyond the 17th participant.

Data Analysis

After completing the interviews, I listened to the recordings while reviewing my notes and extracted highlighted phrases. The phrases were then coded based on my research questions. There are notes from my interviews provided in Appendix D, in which the themes emanated. Table 3 illustrates the phrases extracted along with the corresponding themes for all three of the RQs.

Table 3

Research Question Themes

Research question	Theme
RQ1: What is the experience of women seeking an executive level position in a large emergency management organization?	Stereotypes with inherited culture Militaristic leadership was the primary style
RQ2: What are the experiences with motivation of those women who are seeking progression in a large emergency management organization?	Experiences with motivation Intrinsic over extrinsic motivational factors
RQ3: What are the experiences with morale of those women who are seeking progression in a large emergency management organization?	Low morale Qualified, but not qualified Dismissed and deferred when sitting in a group of men coworkers

Evidence of Trustworthiness

Credibility

As described by Korstjens and Moser (2017), credibility is the "truth of research findings" (p. 121). The primary strategies I used to achieve credibility were member checking and triangulation, which were discussed in Chapter 3. I was transparent of my personal bias concerning this research study. On a positive note, my personal experience increased my ability to comfort the participants, which decreased any reluctance they might have experienced when opening up to me. In the interviews, I asked open-ended questions that did not lead the participants towards my perceptions or answers I wanted to hear. During interviews, I simply related to some of their experiences. My bias did not get in the way because I was open to having my perceptions proved wrong. I repeated participants' statements or thoughts back to them to ensure I captured the meaning of

their experiences. When I misinterpreted the statements or discussion, the participants were opened to correcting me by stating that what I had said was not fully what they meant; they would then discuss the concept or idea in another way to ensure I understood. I provided my own member checking throughout the interviews to validate my interpretations by repeating their statements and receiving a verbal agreement.

I maintained the interview data throughout the data collection process. IRB review and approval also supported by implementation of the study to demonstrate credibility. I kept an open mind throughout the whole process to support my integrity and credibility. By conducting interviews with participants, this study is providing these women with a voice.

Triangulation is another method that can support the credibility of the data collected (Carter et al., 2019; Korstjens & Moser, 2017; Bowen, 2005). Triangulation was indicative of the triangulation when I asked the same semi structured questions to each of the participants. Triangulation can enhance the credibility by utilizing several sources of data. The employees at Homeland Security Operational Analysis Center (HSOAC) (2019) conducted a study focused on a large emergency management organization and discrimination which supports the themes that emerged from the data in the current study. Literature review provided more support for the study, including peer review of dissertations and thesis documentation.

Transferability

Transferability, indicative from Chapter 3, is the ability of the reader to utilize the information from the study in their own situation (Bowen, 2005; Korstjens & Moser,

2017). The findings of the current study can be utilized in other male-dominant industries and at various levels of emergency management, such as local and state levels. The motivation and morale methods discussed in the study can be utilized within any workforce or industry.

Dependability and Confirmability

Dependability and confirmability were implemented through external peer review. I encouraged review from two women outside the research study components ensuring to not expose the identity of the participants in the study. The auditors did not know any of the participants and solely provided the foundation of my criteria for the research study. I validated the data and interpretation with the participants by cross examining some of the participants with information from other participant's interviews and literature, but the external auditors reviewed for adequacy and the "thickness" of the information to be transferable and credible. Lastly, I ensured my bias was removed from my interpretation during the process of dependability and confirmability.

<div align="center">Results</div>

Findings for Research Question 1

RQ1 was, what is the experience of women seeking an executive level position or already hold an executive level position in a large emergency management organization? There were a few questions provided to obtain the information to address this question. Each of the participants were asked the same questions to begin the interviews. The first question asked the participants to provide their current level of employment. The subsequent question contributed to the experiences, if any, the participants endured in

their position and in the path of their careers in emergency management with focus on any gender limitations to validate the literature review. The study was to gather information from participants employed at the large emergency management organization, but the question was asked to discuss experiences in their previous careers as well to provide comfort for the participants to speak freely. I focused on their careers at the large emergency management organization but provided opportunities for them to discuss previous employment in order to compare the work culture being employed at the smaller organizations and employment at the large emergency management organization. he differences could expand the awareness of the culture for the large emergency management organization involved in this research study. There was also a question to fundamentally define the glass ceiling phenomenon in their own words and the corresponding stereotypes they may have experienced during their progression. A prevailing response was that the participants stated the glass ceiling feels like a mental wall that hinders their abilities to "move up" or gain any new opportunities in their field. The participants answered all the questions relevant to each research question, and the responses were consistent across participants.

Stereotypes Related to Inherited Culture

There were many limitations gender focused that were discussed during the interviews. One gender limitation that was perceived at some point in their careers was the need for supervision support within their departments. Supervisors can play a role in their growth. There were various responses when discussing their supervisor's role in progression. MM02 stated, "I could not go to my supervisor because I did not want to

seem that I was complaining or being sensitive". They did not feel comfortable going to their male supervisors for the fear of being categorized as emotional or sensitive. Other participants stated that their supervisor, who were women, were harder and not as encouraging as supervisors who were men. For example, MM05 supported this by stating "I had two supervisors who were women, but I think the added pressure placed on them compared to the male leaders; caused them to look down on them and not encourage me to be my best". MM10 had similar concerns. MM10 stood out to me and was simply shocking when she explained that she was physically being insulted by a male peer. Her fears were validated based on the fact that her supervisor moved her to a different part of the office in which she still had to walk past her peer to arrive and leave her office every day.

The prevalent stereotype discussed was the participants were deferred towards a secretarial role in meetings or during field work. Another stereotype described from a few participants is that they became "eye candy" or a "sexual object". MM01 was directly asked to sit a certain way, and MM13 was told to simply sit in the room next to their supervisor. MM13 explained, "He simply implied to sit there and be pretty when conducting a meeting with our clients who were all male". MM15 indirectly contributed to these stereotypes by provided a statement that clearly upset her, which a male leader directed a comment to employees on the virtual video that happened to be all participants. MM15 stated, "The male speaker would not have made a comment about us all being beautiful if there were more men on the call!"

There were only four participants who alluded to the family-based stereotype. MM12 explained, "I have a fear of having a desire to start a family, because I don't know how it will affect my job." MM02 substantiated this stereotype as well by stating, "My supervisor would want me to go out on assignment for a week, but I had to go to school functions or doctor appointments with my kids. I did not want to confess that to my supervisor because I did not want to be passed on an opportunity at another time." MM03, MM11, and MM16 had similar concerns with being a mother.

The glass ceiling is the invisible line that is based on an individual's perception. There was evidence of the perception in a few of the interviews because those participants that stated that they did not experience limitations, then with further discussions, the participants changed their views on the impact the gender limitations had in their careers, the participants recognize that, although minor, there were some comments or situations where there were gender limitations. This is evidence that women may unconscientiously accept behaviors because MM09 stated, "That's simply how leaders act!". MM15 similarly stated that she "accepted" these behaviors as being employed in a male dominant industry.

Three of the participants aligned with the stereotype that women need to be in the secretarial role or be an administrative assistance instead of supervisor at the "table". For example, MM01 explained, "I was on an assignment as an executive level. When I walked up to the field leader, he immediately stated that I need to take notes while we walk in the field". Similarly, MM10 stated that "We had a big meeting with other leaders from different department, when I was told to take notes when the annotator was not

available to sit in. MM04 was not told directly, "I took notes so that I can be involved, but when I saw that it was expected, I stopped because it was not seen as me being nice, but almost like it was naturally my job".

The themes emanated from the data collected support the theoretical framework with Gendered Organizational Theory and Maslow's hierarchy of needs. Most of the participants alluded to the "unspoken bias" integrated in a large emergency management organization's leadership, especially men supporting male dominance in executive level positioned roles. The gendered organization theory posited that standardizing expectations were inherited in the minds and practices of leadership. For example, MM04 made the statement "women are gifted makeup, dresses, and so forth, while boys are given hammers to conduct hard labor". These practices emanate the inequality of men and women at all levels of leadership from the time they are born. MM09 spoke of the apologetic attitude. MM09 stated, "Women walk in a room one minute late, and "I'm sorry" comes out immediately, while a male peer comes in and just sits down without an apology". MM10 explained "I provided an idea about how to communicate an issue, and the supervisor deferred to the men at the table. Later that same week, my male co-worker stated the same idea, and everyone started making plans to implement it", which supported the previous statement. MM04 added, "There were many times that we had to be ready to respond to a disaster in the field, but at the same time, I had to be professionally dressed, which involved wearing a skirt with heels. A lot of times, my supervisor would send the men because their professional attire made them field ready". MM04 also was the first participant to state that she did not experience any gender

limitations but followed with the previous statement. The gendered organizational theory mostly supports research question 1 but can lead to experiences with research question 2 and 3.

In addition to the participants' responses, a research study was conducted at end of 2019 to obtain harassment and discrimination information focusing on FEMA. I extracted the information and shared the results focusing on the discrimination against women at a federal level (see Figure 3). This article aligns with research question 1. The researchers implemented the study to gather information in a survey method from 8,946 participants who work at FEMA (Homeland Security Operational Analysis Center (HSOAC), 2020). Of the participants, there were 20% of the employees who experienced gender-based violations, 26.3% of that 20% were women and 13.5% men (HSOAC, 2020).

Figure 3

Risk for Gender-Based/Sexual Harassment Across FEMA Units
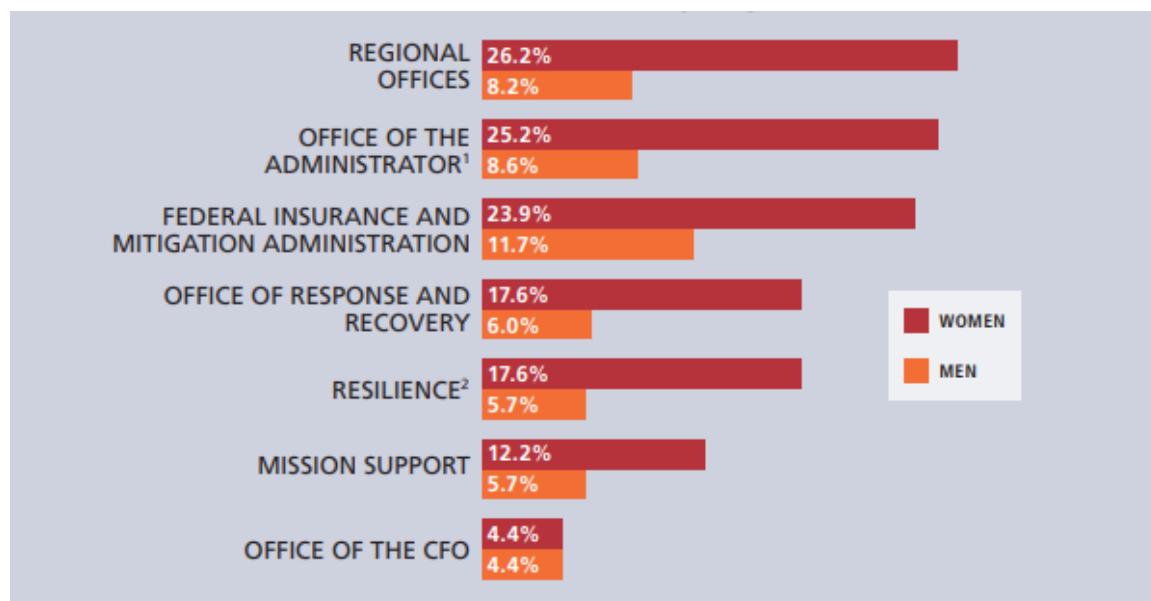
Note. From *Harassment and Discrimination in the FEMA Workplace*: *Top-Line Results From the Workplace Survey Support Study* (Research Brief No. B-A383-1; p. 7), by Homeland Security Operational Analysis Center, 2020 (https://www.rand.org/content/dam/rand/pubs/research_briefs/RBA300/RBA383-1/RAND_RBA383-1.pdf). RAND Corporation.

Figure 3 provides a breakdown of each structure within FEMA. The participants that were interviewed for my study are also integrated within the departments and levels listed in Figure 3.

Militaristic Leadership Was Primary Style

Each of the participants referred to the leadership style as "militaristic". One characteristics of militaristic style leadership is, as MM09 stated "You cannot be afraid to jump in and make decisions". "The style is direct, unempathetic, and fast," MM14 added. MM06, MM13, and MM17 decided to change departments to fit their styles of leading. Other participants, such as MM05, MM07, etc., inherited this leadership style throughout their childhood and progressed in their careers with this method of leadership; consequently, their methods and styles aligned with the militaristic style leadership. The participants illustrated varying levels of employment that have different methods to leading. MM05 added that she grew up with militaristic style leadership, "I was forced to align my leadership style with my male peers." In correlation with this, she also mentioned that when she was on assignment with a group of her peers, one of the men asked her at the end day why she did not ask to use the bathroom because he perceived

that this was prevalent when traveling with women. This statement additionally supports the culture differences there are between men and women.

Findings for Research Question 2

RQ2 was, what are the experiences with motivation of those women who are seeking progression in a large emergency management organization? Motivational experiences can be posited from internal factors or external factors, intrinsic or extrinsic, respectively. The interview questions were asked in two parts. First question was if the participants felt motivated and discuss their experiences with motivation if experienced or witnessed any gender limitations. The second part of the interview question was to encourage the participants to discuss their experiences of what drives them to continue working. I asked the same questions to these of all participants, even those who did not experience gender limitations. I provided examples to distinguish between intrinsic and extrinsic to explain the background of the motivational factors, as well. There were two themes that emerged from this research question, positive experiences with motivation and intrinsic over extrinsic motivational factors. The next two sections will discuss these themes with the supporting evidence from the interviews.

Experiences With Motivation

The overall experiences when discussing motivation was positive. Morris (2017) described motivation in one word, visualization. Motivation emanates from the reward expectations. It is creating that mental image of the end state and feeling that excitement and accomplishment. This visualization is what will essentially motivate these participants (Morris, 2017).

When I began data collection for research question two, I assumed the motivation would be decreased when morale was low; however, I was proven wrong. Each participant had a different result to achieve but was driven towards their goal. There was one participant who had lost motivation. MM10 affirmed emotionally, "I wish I would not have given up so easily and fought like the other women I observe now". This participant was passionate about how if she could go back to when she stepped down, she would have fought harder to maintain her executive level role in a large emergency management organization.

There were two participants who initially lost their motivation; however, found the factor that drives them. MM15 stated "At first, I was going to give up. I was frustrated, unmotivated to keep trying to progress in my field. I want to be at the executive level, but I was told repeatedly you are not qualified. I was even hard on myself because I thought I could only have one or the other, family or work. I, then, realized I am good enough; I am qualified. So, I kept pushing forward". MM15 was repeatedly told she was not qualified to become a leader, but she had to find it from within herself that she knew she was qualified, more qualified than those male counterparts who obtained the positions in her place. MM16 actually took time off to have a family, which at first thought that is what she had to do. After taking that time off, she realized she wanted to become a leader and progress in her career.

Another statement that was provided from three participants was to be a pathfinder, or as MM03 stated, "I want to pave the way for other women who have a goal to progress in their fields. I want them to know that they can accomplish their goals to

become leaders." MM05 confirmed this statement, "I want to be a pathfinder, or seen as a pathfinder for other women. I want to be that leader who encourages change." MM09 echoed this statement, "Change comes from top-down." These participants had a positive outlook and was positively motivated to move forward and to provide a path for women who are just beginning their careers in a large emergency management organization.

Intrinsic Over extrinsic Motivational Factors

In earlier chapters, I discussed the different types of motivation, extrinsic and intrinsic. I asked all the participants the same questions (triangulation), *"What are your experiences with motivation to keep working?"* and "*What are your motivational factors when progressing through your career even though you may not have experienced the limitations in your career?"* It was almost unanimous that they all had a mission to accomplish which was their drive. Hearing participants' stories or witnessing other women or themselves undergo the discrimination or limitations additionally enhanced their drive to succeed and progress to higher levels of supervision in order to make a difference; to change the society norms in male dominance.

Intrinsic motivational factors continually keep the employees motivated. Not one of the participants stated that they wanted to move up or stay in an executive level position for salary increases or better titles, which are examples of being extrinsically motivated. MM10 extensively discussed experience with motivational factors and her years working with a large emergency management organization. MM10 stated, "Just the other day, my male coworker provided an idea to our boss. The same idea that I suggested a week before. It was to help the mission, so I did not make a fuss or complain

about it. As long as the mission was accomplished." MM09 similarly discussed her

experiences and stated, "We each have our roles to accomplish the mission. If my

subordinates, male, or female, succeeded in their goals, I gave them praise. I was

motivated by encouraging them to be their best selves. As a leader, their

accomplishments were rewarding for me." The intrinsic motivational factors come from

their internal success of being a good leader. MM16 stated, "I have internal success, with

being cognitive of supporting others to be successful." From literature review, lack of

mentors or role models was one of the limitations that women did not have to succeed in

their careers or even apply to become leaders. These leaders were working on increasing

the mentorship for their subordinates and leading by example for other leaders.

Findings for Research Question 3

RQ3 was, what are the experiences with morale of those women who are seeking

progression in a large emergency management organization? Although research questions

one and two were addressed individually, motivation and morale are interconnected.

Referring to the theoretical framework, Maslow's Hierarchy of Needs, part of motivation

is self-actualization or confidence to know your qualification. The data collected;

however, provided that although these are relative, regardless of my bias and information

from literature, morale and motivation are not parallel. Low morale does not result in low

motivation or decreased drive. In fact, after interviewing all the participants, it was

evident that although there was low morale or empathy, none of them loss their drive to

want to push through, which was admirable. It fed their drives to want to "pave the path

forward" or be "pathfinders". The need to feel capable and qualified increased their

motivation to achieve their goals, their mission, and generally, be just as capable as any peer or leader that potentially hindered their progression. There were three themes that were emanated during the data collection, low morale, qualified, but not qualified, and dismissed and deferred when sitting in group of men. The subsequent sections discuss each theme with evidence from the data collected.

Low Morale

Morale was low within each of the participants either through empathy or loss of confidence. One example is when MM07, who is an executive level leader, was mistakenly identified as an intern or secretary by another leader. MM07 stated, "When a group of leaders came to my department to visit, I was not seen as a leader because I am a small woman. It was demoralizing and frustrating." MM01 was an executive level, but still was looked at as secretary and "eye candy". MM01 stated, "I cannot believe that he automatically made me write notes in the field, and when we were back at hotel, he told me I had to sit a certain way on the couch."

MM03 was accused of "sleeping with the boss" to get to where she was. MM03 overheard her peers' conversation, and she became upset from the accusation. MM03 stated, "This [overhearing the rumors] caused me to lose confidence before I snapped out of it and realized that it does not matter what anyone else thinks." These participants were angry and frustrated. Even the participant who was physically harassed by her coworker, or those participants who were labeled "sensitive", kept motivated and motivating others (intrinsically driven), and knew they were qualified for the jobs.

Empathy can cause low morale (Jerez, 2018). There were a few participants who did not experience limitations but understood the emotion of those women external to this study who experience the behavior still. MM01 explained "I am an executive level but was treated like eye candy. I can't imagine those who actually work under this male field leader." MM15 continued to substantiate this the aforementioned statement when she was viewed as every other role except a leader. She witnessed the dismissive behaviors from the male leaders who visited. MM09 offered support for those women who may have experienced any gender limitations, "As a leader, when I hear any of my subordinates go through any discrimination, I sit all the people involved down and we talk it out. We start conversations on, "I feel…" instead of lashing out." The participants also emphasized that it would not be tolerated. MM10 stated she had low morale, "I was called sensitive, my discrimination reached physical, and I gave up, so I was demoralized several times throughout my career."

Qualified, but Not Qualified

There were only three of the participants, MM03, MM10, and MM15, who stated that although the qualifications were obtained, males were hired over them. Subsequently, for a short period of time, these participants lost confidence; however, their questioning attitude fed their motivation and compelled them to try harder. It was demoralizing for them. For example, MM03 stated, "I was told I was not qualified for a leadership position when I watched male peers get those positions over me or external hires that were also male. I knew I was qualified, and it was frustrating. Some of the candidates, I knew were not as qualified as me."

MM17 thought she was not qualified indirectly and stated, "I did not think I was qualified, but not in the sense of knowledge, but once I was passed over for a promotion, I decided to stay home and care for my family. When I realized that I was capable, I decided to work towards leader again for a large emergency management organization." I asked MM05, MM10, and MM12 why they thought this happened. I was provided reasons the following reasons referring to intimidation and fear. For example, MM05 stated, "Leader was intimidated by the relationship the participant has with the employees". MM10 followed the statement with "The supervisor had fear that I would be better at the job than them", and MM12 stating, "Male supervisors hire other men since it is a boy's club."

Dismissed and Deferred When Sitting in a Group of Men

This particular theme emerged initially from MM07's interview and several times throughout the interview process. MM07 stated, "I was dismissed when a large emergency management organization employees thought she was an intern, which I was astonished by their behaviors." MM08 did not have a personal experience though. She mentioned that as a non-supervisory level employee, she noticed the gender indifference, when she witnessed that her woman supervisors at the executive level and secondary level were dismissed when they started talking at meetings on several occasions throughout her career at a large emergency management organization. MM08 continued stating, "I felt frustrated for them when I observed this, but also hopeful for when I work towards a leadership myself."

Once I heard this theme from participant MM07, I asked the open-ended question from other participant's experiences with behaviors or reactions when in meetings. MM10's idea was dismissed during management meetings. I discussed her experience in aforementioned sections of the study under motivation. Although she lost motivation, she was content as long as the mission was accomplished. Another participant that was not dismissed was MM16. MM16 stated, "I would not let the men at the table dismiss me. I am used to this style (referring to "boys club") growing up in military family prepared me to be strong-willed."

MM01 and MM04, however, stated that being in the executive level in management meetings, were not dismissed or deferred. I asked what they did or thought when they went to the table, and they answered unanimously that they extruded more confidence. MM04 stated, "I simply sat at the table instead of sitting along the wall." To conclude this theme, the three participants who were told they were not qualified in a way were dismissed based on the hiring supervisor's perceptions these participants were not qualified to be promoted.

Summary

There were 17 participants who were interviewed. I provided open ended questions that discussed experiences with gender limitations in a large emergency management organization, motivation, and morale when experienced limitations or even when they did not have the gender limitations in their experience. The interviews were collected via LinkedIn (social media) and the snowball method, which was participants recommending other participants in a large emergency management organization. The

participants ranged from non-supervisors to executive level supervisors at a federal level. The criteria included participants who eventually wanted to move up to executive level and those participants who were already at the executive level. The employment timeframe was from 3 months to 25 years. The data collected was analyzed through thematic coding, which is a method that identified emerging themes. The trustworthiness was validated through member checking and triangulation. Table 5 provides the themes that emerged. In general, there were some limitations experienced, but a large emergency management organization leadership is definitely improving and increasing with gender diversity. There was a study conducted in 2019 that provided evidence that gender limitations still existed. Motivation was positive with all the participants. There was a unanimous intrinsic motivational factor described to accomplish the mission and "pave the path forward" for other women. Morale on the other hand was low. There were several demoralizing actions towards these participants, such as "sleeping their way to the top", losing confidence, micromanagers, dismissed, and being overlooked and deferment to their male peers. Chapter 5 will discuss the interpretations of the study results, limitations emanated throughout data collection and analysis, recommendations for the path forward, social change implications, and conclude the research study.

Chapter 5: Discussion, Conclusions, and Recommendations

One purpose of this qualitative case study was to improve the understanding and increase emergency management organizational leaders' awareness of the glass ceiling and its impacts on women in the workplace. Over the years, the number of women in leadership roles at emergency management organizations that I researched has increased. For example, in one year, FEMA's organizational chart illustrated an increase of three executive-level positions that were filled by a woman (FEMA, 2021). Yet, a militaristic style and stereotypes hindered women from being in leadership positions in emergency management organizations. Gender stereotypes resulted in women being seen only as secretaries, mothers, or daughters; as sexual objects; and/or as sensitive.

Another purpose of this qualitative case study was to improve the understanding of how the perceived glass ceiling in a large emergency management organization affects women's motivation and attitude in the workplace. Overall, participants' experiences with motivation were positive. Intrinsic motivation was the driver for all participants. The mission was the primary desired result, not money or titles. The morale was low for a few reasons, including being dismissed and overlooked for not perceivably being qualified. In Chapter 5, I will further discuss and interpret the key study findings. The chapter also includes discussion of the limitations of the study, recommendations for future research, discussion of the study's social implications, and the conclusion to the overall study.

Interpretation of the Findings

Each participant answered candidly illustrating many similarities in their experiences during progression of their careers, motivation, and morale.

Interpretation from Research Question 1

Focusing on the first RQ, there remained limitations on women for a few reasons discussed through emanating themes, including stereotypes with inherited culture and militaristic style leadership. Not all the participants from the research study were still experiencing gender limitations, but each participant had experienced times over the course of their career when diversity was not prevalent. There was evidence that the study organization's leaders are experiencing slow responses to addressing diversity; however, the decrease of discrimination is evident within the organization. MM05 alluded to this by explaining, "Definitely has changed but still not aligned with public that they support with gender balance."

Some of the participants explained how male supervisors were actively trying to ensure that women do not feel dismissed. MM10 had been at the large emergency management organization longer than everyone else. She experienced a stronger culture that was not contradicted or questioned by other participants in their responses. This was also evidence that the culture is improving, with more women in leadership positions, but there still needs to be more work. Most of the participants (MM01, MM09, MM13, MM15, MM16, and MM17) agreed by directly stating there is "increased diversity." There were others who have worked for numerous years and explained that from the time they started until now, they agreed that there are more women filling the leadership positions.

Supervisors are part of the system. Only a third of the women interviewed for a 2019 study conducted on FEMA stated that they reported their discrimination to their

supervisors (HSOAC, 2019). Similar behaviors in the large emergency management organization were validated through interviews by a few participants in my study. The male leaders tended to be more supportive and wanted to ensure that their women subordinates thrived, while women supervisors had hindered their progression, which could be due to the expectations these women supervisors had to overcome in a male dominant field. The reason these issues were not reported could be due to a few reasons. The participants did not want to be labeled as being emotional or sensitive, or as researchers at HSOAC (2019) stated, a troublemaker. Another potential reason was that participants accepted the behavior because "that is just how it is" and nothing would be done from it. MM10 stated that she was the one moved to a different desk even though the male coworker was harassing her physically and emotionally.

There are still limitations that are embedded within the organizational culture and an unspoken bias. MM04 stated evidence of the culture that "little girls are gifted makeup and dresses as children, while boys are gifted hammers from the start!" Society still has some areas to improve and grow to remove the "boy's club" expectations, but as a whole it is advancing with the issue on diversity. The data were indicative of the gendered organizational theory and findings from the literature review that discrimination is not predominant, but rather it is embedded within each person while progressing through an organizational culture from the time each person is a child (e.g., Morton, 2019). The interpretations of the participants align with literature on the cultural behaviors within the structure of organizations (Morton, 2019). Participants did not feel "stuck" in a position or department; they simply transferred to another department if there was no room or

opportunity to grow, which supports the growth of women instead of accepting any cultural norms that may discriminate or set up certain expectations.

Aligned with the literature review (e.g. Chisholm-Burns et al., 2014), data and styles from the study show that the leadership style embraced by employees and employers in emergency management was more militaristic in nature. There were participants who inherited this style being in a family of military, but there were also a few of them whose leadership styles did not align with the militaristic style of leading. Those who understood and were trained in this style leadership had thrived, but the others simply moved on to other areas. There were many statements regarding how large the study organization actually was and is and how there are various departments that accept each woman's style of leading. A leader needs to find a place that adheres to their styles for them to make a difference, which was a motivational factor of the participants interviewed.

Interpretation from Research Question 2

Once I found similar information to the literature review, I began to ask questions of the participants regarding their experiences with motivation and morale. The participants had predominately intrinsic motivational factors that continually provided them with drive to continue working towards their goals. The promotion opportunity for the participants is not all about money or titles for the participants who were interviewed. It was about the mission. Participants' experiences with motivation were overall positive. The unanimous drive that these participants had was inspiring to me as the researcher. I wanted to conduct this research study to make a positive social change, but I would have

to stand in line for the participants that shared their experiences and what motivated

them.

Study findings for the research question 2 did not align with Maslow's hierarchy

of motivation or the assumptions made by Maslow (McLeod, 2016). Promotion generally

is parallel with making more money and being recognized for their hard work. The need

to be stable and secured or belonging and recognized, respectively, would essentially

decrease the participant's motivation, according to Maslow's hierarchy of needs

(McLeod, 2016). This theory or assumptions derived from the theory were disproved-

from the research study's findings. The participants demonstrated increased motivation

although their needs were not met. My interpretation from the findings is the lack of

needs that Maslow assumed would hinder motivation, did the opposite. The lack of needs

would increase the motivation to reach higher levels in the echelon of emergency

management organizations.

Interpretations from Research Question 3

As discussed, morale was predominately low. Low morale could not deter these

participants from the mission. It did not stop these participants for "breaking through the

glass ceiling" and being "pathfinders" for other participants or anyone who experienced

gender limitations or who lost their motivation. Some participants did experience

limitations with deferment or dismissive behaviors from their supervisors or leaders. If

the mission was achieved with a small part from them or not at all, it did not matter how

it was achieved. These participants' experiences included being dismissed, labeled as

being unqualified, and sensitive. For example, MM03 overheard rumors of her sleeping

with the boss and MM02 was demoralized by being told to sit and "look pretty." This statement could be a challenge for women in all industries that are trying to move up in their workplace (see Rose, 2017); consequently, leaders in other industries should look at their values and missions to ensure that they are part of the solution, not the problem.

Study findings regarding morale provide insight concerning behaviors that leaders should focus on when having conversations or interactions with women although it is not only coming from men leaders. The findings suggested that not only men were demonstrating some inequality biases, but it was also women coworkers or supervisors that were women were knocking these participants down from rumors or being harder on the participants because the supervisors who were women were being held at higher standards.

My concerns with all the findings and experiences that were shared is that workplace culture will be consistent with the gendered organizational theory that studies these behaviors or actions that are being done within the workplace. The biases within workplace culture are not only embedded in the men, but there was evidence that it was found within women that these participants work with. It could be assumed that the women were either jealous or this is what was inherited by their predecessors. This was substantiated by some of the participants' shared experiences. For example, MM07 mentioned that there was a male counterpart who was constantly verifying how to handle situations that way he would not fall under the stereotypical culture biases.

Limitations of the Study

There were a few limitations during the time I had to collect data to address the RQs. One of the factors was COVID-19, especially trying to interview the women who run towards the chaos and were completely involved with the response to this pandemic. This put a limit on the number of participants that were available to interview. This study was only focused at one level of emergency management, which, put a limit on the number of participants I was able to recruit for my study. The information can be utilized for employers and employees for other levels and general awareness with motivation and morale across all industries. This study can be used for doctorate students or researchers into two parts, including limitations or glass ceiling and motivation and morale in the workplace.

There was also a limitation on the level of trust between the employees that make up the stratum of the large emergency management organization. I had to develop trust with these women to convince them to share with me. I received one email that thought I was a scammer or just spam mail, which was evident in their statement, "I do not know how you obtained my information but remove me from any list that you received it from." I had to reassure the participants from initial contact during the recruitment process that this was a legitimate study by sending them the IRB approved consent letter and providing my contact information instead of obtaining theirs when scheduling.

Recommendations

There were seven emergent themes emanated from the data collected that described experiences with limitations, motivation, and morale. Although culture and

societal norms are improving, it is pertinent that we continue with the same awareness and desire to make a positive change. There is a women's network in emergency management organization to provide support and engages with women who need the support or have the need to push forward. This network of women provides encouragement and has mentors to remind women to be confident in themselves and acknowledge their qualifications. There were too many men and women that the participants worked with that were part of the resistance to move up in their workplace. It is recommended to continue this method; continue to spread awareness throughout all industries and employers. As mentioned through literature and women in the interviews, the leadership and change come from "top-down" to be able to make a difference.

A different style of leadership to possibly assist leaders to be more approachable permits women to come to the leaders with issues without the fear of being labeled as sensitive and, in correlation, resulting in low morale. Although the study findings are supporting the militaristic style of leadership, implementing authentic style leadership would be more effective and help with the elimination of culture's stereotypes. While reviewing research studies, I came across a research study that discussed this leadership style. Kiersch (2012) states that authentic leadership is "a process of leadership based on integrity and ethical behavior that is open, transparent, and considerate of all stakeholders" (p.1). This supports the emerging theme of militaristic style, and indirectly relates to those women who admittedly called out women leaders as being part of the limitations. Future research can be focused on leadership style. I mentioned the

leadership style as be more "militaristic". Future researchers can further validate or researcher this emerging theme from my research.

Organizations should take a good look at their values and processes. Utilize the perceptions of these participants in working at a large emergency management organization as a foundation to build your organizations. The research findings should encourage the leaders to be cognizant of their own actions and culture biases. The research study emanates gaps in various levels that could be part of future research. I recommend implementing similar structure for other levels in the Emergency Management industry as well as other industries that tend to lean toward being male dominant. This research study should be utilized as a tool to spread this awareness to those who are the leaders in emergency management organizations or leaders throughout all industries.

Another recommendation is to possibly look through another lens. This research study was primarily through women's eyes, based on women's perceptions of the culture and limitations. Another research can be placed through the lens of those men who work along these participants who were interviewed to capture an encompassing culture throughout the industry. Collect the data to either validate or see the other side of perceptions. Organizations can strategize plans that will encompass the diversity through both perceptions to eventually become parallel from values to being selected as leaders.

Another recommendation, and gap, that was developed throughout my research was alignment or correlation between morale and motivation. Maslow's hierarchy of needs illustrated how morale fit into motivation of employees. Another researcher can

determine if there is a positive or negative correlation with these two terms in the workplace. This study can be utilized in any field or industry. I feel that motivation and morale are continually changing as we grow in society. I recommend focusing on the terms instead of indirectly associating it with leadership. A researcher could additionally conduct a study with motivation and morale relating these terms with various styles of leadership. Use this to develop workplace policies to ensure that the employees maintain increased motivation and good morale to continue to make the organization successful as a whole or accomplish the goals and mission of the organization.

Implications

The social change implications are established on cultural embedded biases or perceptions identified through literature review or the experiences with gender limitations, motivation, or morale presented in this research study. The implications will be centered and relative to women leaders in the large emergency management organization and their experiences with motivation and morale when proved gender limitations remain. Potentially, the research study can provide awareness to the causes of low morale, so the women do not have to struggle or work harder to be motivated. This study can strongly encourage the supervisors to review their culture or organizations and gain the tools to be part of the positive change, not hinder any of their subordinates. Change needs to begin from top-down. Notice the women who have low morale and recognize their positive drive and motivation to make an impact, which should be supported and substantiated.

The perceptions from the experiences of women should be utilized to encourage more diversity. Women may have another style of leading, but overall, as long as at the end of the day, the mission is completed successfully. This women's styles should be embraced not used to deter these women from moving forward. Women should not fear of "being a woman" as one of my interviewees stated. I could not have said that better myself.

Conclusion

There were many experiences shared focusing on limitations, motivation, and morale. Although prevalent frustrations and low morale were apparent, the overall experiences were positive. I conducted this study to make a positive social change, but I must get in line with these strong and independent women that have passion and drive to make a big difference or impact in their missions and careers. Two of the participants were working on their dissertations for doctorates, as well, towards positive social change. This was a smaller sample of participants, which provided significant information and value to my research study. There are many more levels of emergency management that can be studied. There are many other industries that can identify factors in motivation or factors that increase or decrease morale. This study is just the outer layer of making positive social change.

In conclusion, I asked all the participants either if they were working on progression in their careers or already at executive levels what advice can you give women to maintain the positive motivation that was within them. Most of the participants recommended getting a support system, either with family or mentors that can

continually encourage positive progression in any career. Another participant strongly

suggested to go outside your comfort zone, be opened to try new things, and continually

be involved as much a person can. The study will support these women to follow through

with these recommendations with the increase of awareness. Several participants simply

stated do not give up on your passion and acknowledge your abilities to perform the task

or job. There was a reason this particular career was chosen. I work in a male dominant

field. I am going to take this advice, as well. This can be utilized throughout any industry

or any person who is thriving or working towards making a difference in their own lives

or others. As a leader this research study will ensure that leaders rethink their scope or

values to ensure that women are equally capable and provided tools to succeed as leaders

or to become leaders.

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Appendix A: Interview Questions

1. Can you explain some perceived limitations in your own words?

2. What are your experiences, if any, with the glass ceiling while working at a large emergency management organization? Explain a situation where it was observed or experienced.

3. Describe any perceived limitations associated with the glass ceiling?

4. Describe any perceived stereotypes that may have been applied?

5. Explain how these limitations impacted motivation or morale in the workplace?

6. What limitations were present when striving to hold an executive level positions, if you have or were to?

7. Do you feel that your motivation might have been impacted to continue working if you experienced the glass ceiling? Describe the feeling.

8. How was your morale impacted if you experienced the glass ceiling? Provide an example.

9. Why do you think you might have been passed over or if you have not attempted for an executive level leadership position or a secondary supervisory position?

10. If you did not experience the glass ceiling, do you feel that it would impact your motivational level in the workplace if you were passed on for a promotion, such as other women who might have?

11. What are some motivational components that would work with you continuing your tasks successfully? Extrinsic or Intrinsic? Can you provide examples?

12. What strategies would you utilize when you have another opportunity to become an executive leader next time a promotion comes around?

13. What advice would you provide for other women in regards to staying motivated throughout their journeys?

Appendix B: Organizational Chart From FEMA
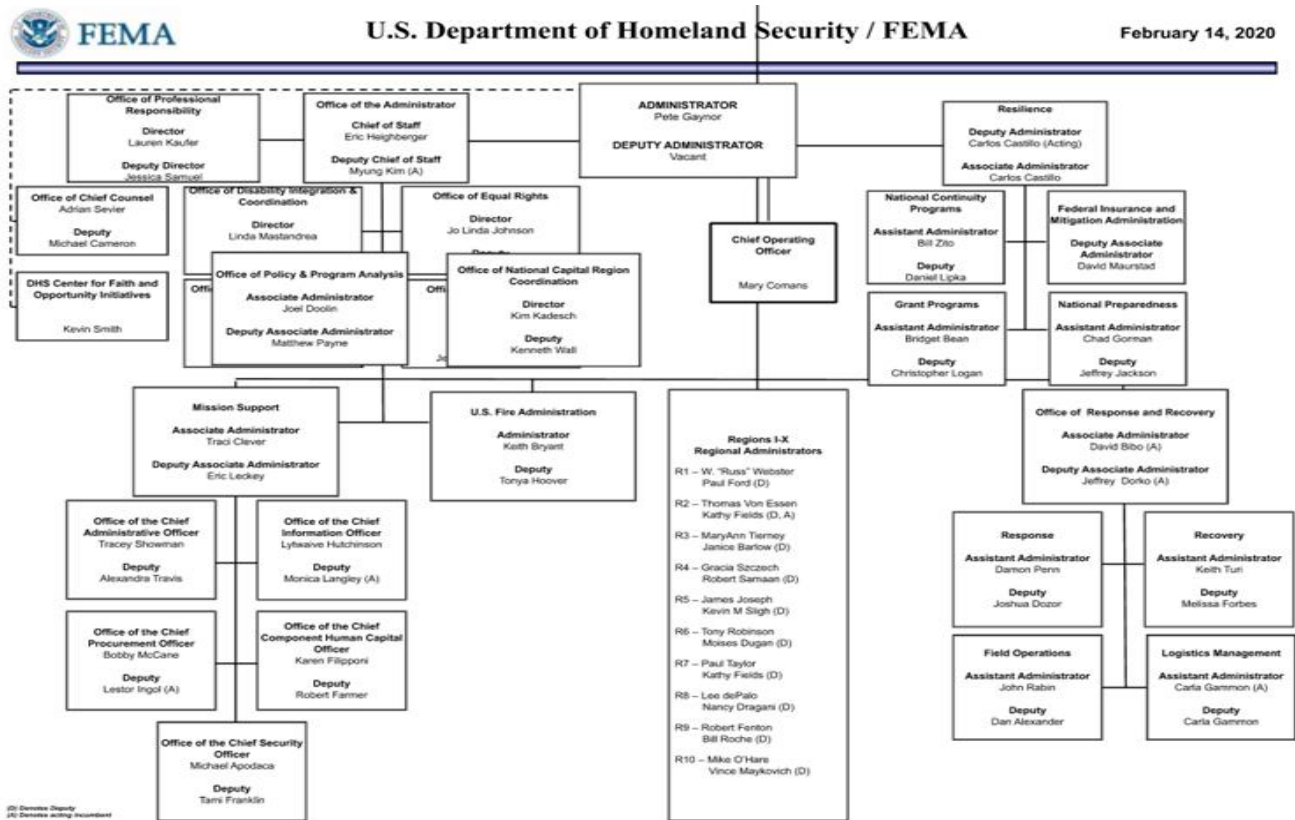
Note. *FEMA Org Chart*, FEMA, 2020 (https://www.fema.gov/sites/default/files/2020-03/fema-org-chart_feb-14-2020.pdf). In the

public domain.

Appendix C: Initial Contact Message

"Good morning/afternoon (participant name here),

I am a PhD student attending Walden University. I am conducting a research study for my dissertation focusing on women in emergency management at a federal level. I am requesting an interview as part of the research study to explore limitations women may still be experiencing and if there are, experiences with motivation and morale while continuing to work. The interview should not take more than 20 minutes of your time and will be informal to solely gather information in regards to positive social change. Each interviewee will be assigned a letter code to ensure confidentiality. There will be no names provided during research.

If you are willing to participate, let me know a time that us suitable for you. I understand that your time is valuable, especially during this trying time. The interview will be virtual, as well. If you have any questions, please do not hesitate to contact me".

Appendix D: Notes and Statements From Interviews

Research question	Note/Statement
RQ1	"Sit a certain way on the couch"
	"Take notes"
	"Pat on the head"
	"Deferred to men during meetings"
	Physically "friendly punch in arm"
	"Slept with boss"
	Being emotional instead of having legitimate concern
	Boy's club
	Militaristic style
	"Beautiful group"
	Fear of having children or starting a family
	Fear of saying you do not want to accompany team on disasters because of family
	There seems to be an unconscious bias
	"Women who were children have been "princesses" embedded in their minds and to wear dresses, while boys are given a hammer and made to do hard labor"
RQ2	Pave the way for others
	Focus on mission
	Gain a sponsor/mentor
	Network of women
	Family-husbands/children being supportive for the job
	Lack of women roles
	Women roles being harder on their subordinates
	Male supervisors being more supportive
	Not being told good job
	Persistence to get the mission done
	Women leaders not encouraging but putting them down
	Intrinsic- task itself/completing a task no matter how it gets done
	Extrinsic: title-more responsibilities, but technically intrinsic
RQ3	Lost confidence
	On the other hand, knowing you are good enough qualified
	Was dismissed
	Women leadership harder on the employee
	Demoralizing-dismissed/slept with boss
	Frustrated in the micromanaging
	Nonverbal expectations
	Empathy

Note. RQ = research question.