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Women's motivation to lead in small social enterprises: A systematic literature review

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Women's motivation to lead in small social enterprises: A systematic literature review

Abstract

Purpose: This paper explores the motivation of women to lead in small and micro non-profit organisations in the United Kingdom.

Methodology: A systematic literature review within a fixed timespan and geographical boundaries was conducted around key themes and semantic criteria.

Findings: Evidence of gender differences related to the motivation to lead in the non-profit sector was revealed. The review indicated that men were driven by pragmatic interests and ego; whereas women were motivated through the opportunity to be change agents.

Research Limitations: Findings and implications are limited in scope by the geographical focus and the exclusion of grey literature from the study, as well as the nature of secondary research.

Implications: This study provides exposes a gap in the field and new insight into the motivation to lead and indications for diversifying executive positions.

Word Count: 6793

Introduction

Social justice in terms of gender inequality in the workforce and in leadership remain the subject of heated debate both academically and in practice. In particular, the #metoo movement, recent waves of sexual misconduct cases, and new legislation in the UK regarding the gender pay gap have heightened public awareness. Despite advances in women's status both in society and in the workforce, the limited number of women in executive leadership positions in most business sectors continues to drive research in the field of gender differences in organisational leadership. Despite women representing the majority 50.7% of the population in the UK (The World Bank, 2017), inequality continues to proliferate. Indeed, women are not only widely underrepresented in leadership positions in the for-profit sector, women also continue to be underrepresented in leadership in segments and sectors in which they represent a large majority of the workforce.

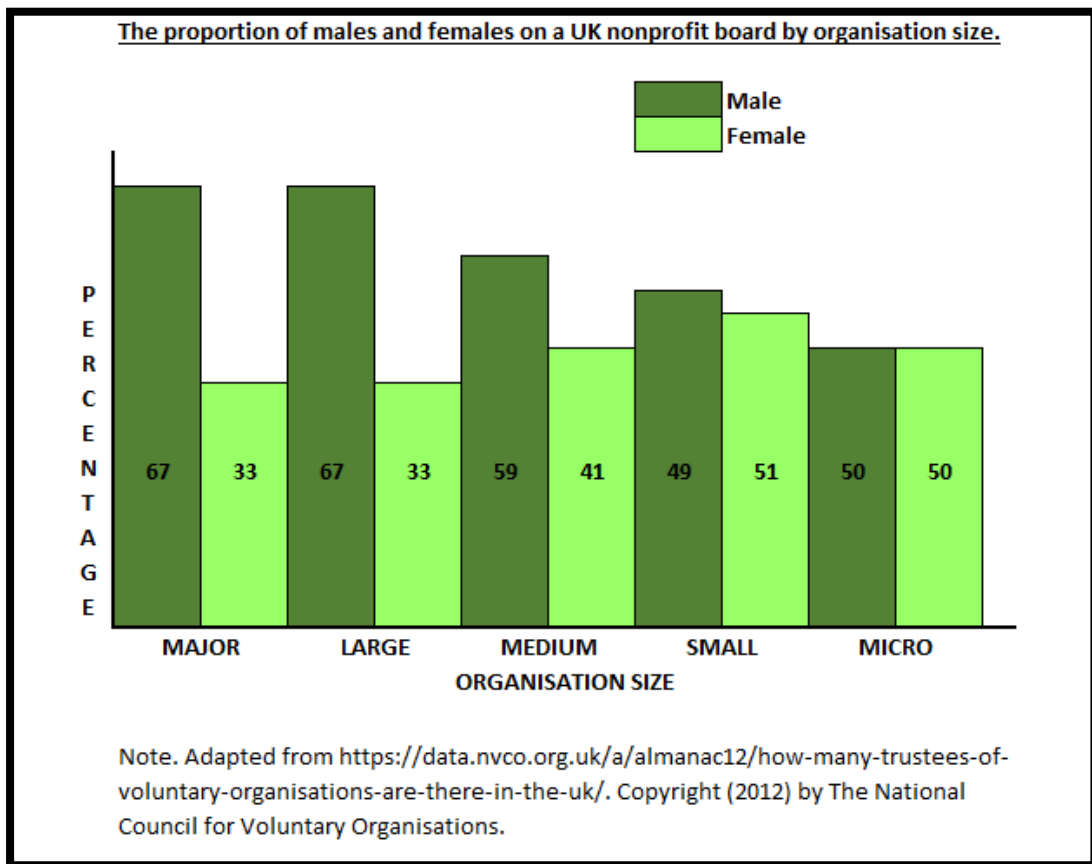
The not-for-profit sector is an example, as the charity industry in the UK has a wider variety of employees and a higher ratio of female employees than the private sector. Moreover, the volunteer sector in UK may be experiencing a resurgence. Employers in the for-profit sector have recognized a public interest in community engagement as evidenced by increasing numbers of firms offering volunteering opportunities to employees (NVCO, 2018). In 2016 a total of 2.7% of the workforce in the UK was classed as working within the voluntary sector (NVCO, 2017). The volunteer workforce is comprised to 65% of women, in comparison to 40% of the private sector workforce (NCVO, 2017). Some 39% of volunteers are over the age of 50, significantly higher than 29% in the private sector (NVCO, 2017). Charity workers are also well-educated, with some 49% of all volunteers holding a University degree, in comparison to the private sector in which 29% hold a University degree. Indeed, the non-profit sector draws a significant number of female volunteers; 1.76% of the total UK workforce are women working in the non-profit sector (NVCO, 2017).

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The voluntary sector provides considerable economic value to the UK. In 2012 the sector contributed £11.7bn to the Gross Value Added of the UK, accounting for 0.8% of the total UK GVA; volunteers also contributed £23.1bn in estimated value of their output (NVCO). Comparatively, the volunteer sector sees a fairly large number, 39% according to NVCO (2012) of women in leadership positions. A closer look at the leadership of not-for-profit enterprises shows that 14% of charity boards are all female, in comparison with 17% of boards that are all male (NVCO, 2012). The gender composition of non-profit boards shows a clear correlation to the size of the enterprise (see Fig. 1). The larger the size of the charity in UK, the higher the number of male board members, a trend that extends to other industrialized nation such as the US and France (see for example Lee, 2014; Prouteau and Tabariés, 2010). When looking more specifically at the type of charity/non-profit organization, men outnumber women in leadership roles across nearly all the sectors in UK, the only exception being Parent Teacher Associations and Playgroups & Nurseries (NVCO, 2012). As such, the volunteer sector provides an interesting context for examining gender differences in attaining leadership positions.

Whilst volunteering makes a valuable contribution to the economy in the UK as well as to others' lives, the charity/volunteering/non-profit sector is not immune to scandal. Recent reports have recounted numerous accusations of unethical behaviour levied at high profile charity and volunteering enterprises resulting in investigations and, in some cases, the resignation of CEOs and high-profile leaders. The motivation of leaders in these economically and socially valuable organizations may be of interest to the field of leadership considering the not only scope and nature of their impact, but also the unique context of voluntary service in terms of individual valence, instrumentality, and gender.

Figure 1 Gender composition of UK non-profit boards



Motivation is influenced by a number of factors, whether cognitive or affective (Elprana *et al.*, 2015). Motivation can also have an ethical component. Borgerson (2007) theorised that selflessness and the care of others is generally viewed as a traditionally female trait, and the ethic of care has been predominantly understood a feminine ethic (Reynolds, 2016). Therefore, it could be thought that volunteering and working in the non-profit sector could be essentialized as feminine motivation. From a social role theory perspective (Eagly and Wood, 2012) it can be argued that culture and socialization influence the desire to volunteer and lead within the non-profit sector. On the one hand, in many communities ‘doing good works’ (Lee, 2014) is considered a fundamental of community belonging and can raise the status of the individual. Motivation to volunteer may be wholly pragmatic, for example, taking up voluntary work can improve skill sets and increase employability. Burggreave (2015) theorised that human beings

constantly strive for a meaning for our existence, that volunteering and 'giving something back' provide meaning to our lives.

Taking into account the unique context of the voluntary workforce, its gender composition, gendered assumptions of social roles and motivation as well as leadership, this paper explores the motivation to lead in the female workforce of the non-profit sector in the UK. Whereas, in the large non-profits where remuneration packages can be very competitive, in small and micro non-profit organisations specifically very little in the way of financial reward is available. These organisations are often seen as the grass roots organisations that struggle for funding and fight for their survival. This study focusses, therefore, specifically on micro and small enterprises, and examines factors driving or encouraging women to undertake leadership roles or responsibilities in a systematic literature review. Implications for recruitment and leadership development are considered with the aim to inform third sector, public and private sector considerations for diversifying the gender composition of leadership roles.

Methodology

The use of a literature review is a common tool within the research community. The use of available literature allows the researcher to critically analyse and review the current knowledge within their chosen subject (Matthews and Ross, 2010). In this way, the researcher can identify underexplored areas and expose gaps in the current thinking (Matthews and Ross, 2010). The use of the systematic literature review is a relatively new phenomenon in the field of management and business research (Jesson *et al.*, 2011) and allows for a rigorous, systematic and comprehensive review of the literature available through the use of specific criteria (Booth *et al.*, 2016). Tranfield *et al.* (2003) noted that this form of literature review allows the researcher to both map and assess the information available in a robust and transparent process

that allows for a conceptual discussion of the research issue. In order for the systematic process to be successful the management research questions need to be clearly defined and specified. This is due to the divergent nature of the management research culture (Tranfield *et al.*, 2003) which is more concerned with the context of the problem and why it does or doesn't work, than experimentation as to what works. Baumeister and Leary (1997) recommend that a literature review asks more questions than it answers and allows the gap in interpretation to be bridged, allowing problems and issues to identified and further explored.

Papaioannou *et al.* (2009) note that that although a systematic literature review allows for a thorough and sensitive exploration of the available literature, they are hugely time consuming and benefit from more than one researcher being part of the task; this allows for a more objective search to be undertaken. This sentiment is echoed by Tranfield *et al.* (2003) who also believes that a multi-researcher approach allows for a more effective and scientific literature search to be achieved. Baumeister and Leary (1997) additionally believe that a systematic literature review should not include hypotheses at the start as this loses the researcher the opportunity to capitalise on chance and expand or adjust the hypotheses to reflect gaps in the subject research.

For the purpose of this systematic literature review the starting point was the studies of Lee (2014) and Prouteau and Tabariés (2010) who explored women and voluntary organisations. The prevailing gap in extant literature provided a guide for identifying keywords and themes to be explored and producing a mind map to assist in the generation of pertinent key words for the literature search parameters (see Appendix 1). Using the LIBRARY search interface available at A UK UNIVERSITY, the defined search parameters were applied in a variety of databases. The initial keyword search for peer reviewed journal articles hailed 2840 results (see Appendix 2); the application of timespan filters 01/01/2000 – 01/06/2018 and category specifications reduced the pool down to 195 papers. This procedure allowed for an

expansive search of the data but also accounted for the effects of social change and the view of women within business since the noughties. The application of category exclusion (see Appendix 3) at this stage reduced the article pool to a more manageable size. Categories were excluded if they were deemed less relevant to the business context or focused on areas outside of business-related subject matter or personal values. For example, corporate social responsibility and general social responsibility were excluded, as although these activities as values may have influenced motivation, they are more appropriate in the context of larger corporations, not necessarily the small and micro organisations as was the focus of this review. The category of religion was excluded due to the divisiveness of the subject matter and its openness to interpretation. At this stage, two articles were included that emerged outside the search criteria; these were Babchuck (1960) and Jarboe (2012). Babchuck (1960) provided historical scope for the issue being explored, and thus, offered a starting point to indicate the changes that have occurred in society since this subject came into the scope of research. Jarboe (2012) is classified as grey literature; however, the report provided interesting qualitative information regarding women, charity and volunteers, which provided valuable and pertinent information to this literature review.

The abstracts of the 195 remaining were read and evaluated according to further selection criteria specifically geographic area preferring the UK, inclusion or focus on women, and relevance to the context of the review. Articles that focused on geographical areas outside of the Euro zone were excluded at this point, studies from the USA and wider world were not included as these geographical areas have different definitions for non-profit and charity businesses and there are already a large number of studies available which look at women and volunteering in these areas. Studies that looked from a solely male perspective were also excluded as they did not offer any new insights into the motivation of women to volunteer. Studies which were trying to provide frameworks to measure motivation and create very

specific results were read more fully (abstract and conclusion) and excluded if their conclusion did not yield results that were relevant to the research question. At this point there were 85 articles left to read fully. A further 29 articles were excluded at this stage, as upon reading, they were found to be outside the scope of the review, were not relevant to the review, offered very specific limited results in their findings which were not applicable to the small and micro non-profit enterprise, or were repetitive of previously read studies, and offered no new insights. The remaining 56 articles that were included in the literature review came from a variety of journals and were held within several databases (see Appendix 4). These articles offered the widest range of perspectives, findings, and conclusions, and they served to identify gaps in the literature. This in turn offered potential for hypothesis creation and further study. A list of the authors and article titles are available in Appendix 5. The articles not included in the literature review are listed in full in Appendix 6; these articles, although valid, corroborated and supported the literature used and although were relevant to the subject matter, did not offer further valid insight into the scope of this review. As such, a total of 36 articles contributed to the present systematic literature review.

Discussion of the Literature

Although a considerable amount of research is available examining the motivations for engaging in volunteer work, few studies explore the reasons behind the motivation to lead in volunteer settings, and few studies focus on women in this role. This paucity of research prevails even though the majority of leaders within small and micro enterprises are women. These enterprises are sometimes thought of as grass root organisations. Leadership positions in such small and micro enterprises rarely come with any form of remuneration, though they carry the same amount (proportionally) of responsibility and stress as any other leadership role. In this systematic literature review several pertinent areas will be explored: these influence the

sector and the women that work and lead within it. The areas to be reviewed include motivation, such as types of motivation and approaches to reasoning, and leadership, such as styles and gender influences, as well as other gender specific considerations. These together with ethical concerns and issues of working and leading within the charity/volunteer sector will combine to produce a wide-ranging view of female motivation and the reasons why the voluntary sector is considered the 'female sector' (Cregan, 2002) within the research currently available.

Charities and the volunteer sector as a whole face a difficult existence. There is a near constant struggle to recruit and retain volunteers to work, fundraise and provide administrative support and leadership (Charity people, Charity leaders and Career volunteers, 2016). For the purpose of this literature review the umbrella of charity and volunteering were used as the foundation for volunteering leadership; this is due to the limited number of peer reviewed articles available. O'Brien *et al.* (2010) noted that it is one of the most difficult but most important tasks of any charity to have the ability to encourage, empower and retain volunteers. This coupled with the need to raise much needed funding mean that the leaders of these organisations face a difficult struggle. As noted at the start of this literature review, the non-profit / voluntary sector (3rd sector) makes a significant contribution to the UK economy (NVCO, 2012) and the leaders of these enterprises are responsible for their overarching vision and operation. O'Brien *et al.* (2010) remarks that the UK Government views volunteering as a way of building sustained civic involvement and assists in realising community policies and is therefore vital to both society and to the economy. Jarboe (2012) observes in the 2012 Women Count report, that diversity is necessary within the volunteer community and can be thought of as the key to the legitimacy and success of leadership roles within the sector, without this diversity the pool of knowledge and life experiences can become stagnated.

Volunteerism provides personal growth and gratification

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As early as 1960, studies were being undertaken exploring the reasons why charities received volunteers. Babchuck *et al.* (1960) noted that different types of organisations provided different types of gratification to volunteers and that women tended to work more in 'expressive organisations' which gave near instant gratification. This hypothesis was further explored by O'Brien *et al.* (2010) in the context of health and well-being benefits associated with volunteering. They termed this experiential volunteering and as an approach that charities continue to work towards in the pursuit of new recruits. Alfes *et al.* (2015) expand the notion of gratification and empowerment theorised by Babchuck *et al.* (1960) and O'Brien *et al.* (2010) by hypothesising that volunteer engagement creates a positive psychological state, and this engagement is the important challenge in the retainment of volunteers. Alfes *et al.* (2015) appear to have synergy with this hypothesis by further theorising that engagement reduces the psychological costs of the demanding work and conditions. It encourages personal growth and allows for feelings of pride and respect to flourish. Lanfranchi and Nancy (2015) reiterate these concepts by noting that volunteers are attracted by socially desirable activities rather than monetary reward. This extrinsic factor along with more family friendly practices is considered by Lanfranchi and Nancy (2015) as the reason that more women than men are working in the voluntary sector.

Lanfranchi and Nancy (2015) continue to speculate that the reputation of the business and their interest in the cause that it represents are further motivational factors that are faced by the charity in attracting volunteers let alone leaders – a struggle which can be greater for the smaller less well-known enterprises. Parsons and Broadbridge (2006) appear to corroborate this as they believed that interpersonal relationships played a major factor in the recruitment of volunteers to an organisation. This coupled with a sense of achievement ensured that volunteers became loyal to the enterprise and would be willing to undertake leadership roles. All of these observations appear to have been confirmed by Garcia-Cano *et al.* (2016) who summarised in

an encompassing idea that there are six motivational factors to volunteering these are; Values or an altruistic desire to help others; Understanding, the possibility of learning and practising skills; Social, the ability to create social bonds and / or being viewed favourably from significant others; Career, the professional benefits of volunteering; Protective, a defence mechanism for self-image and finally Enhancement, the chance for personal growth and the associated positive effects of the giving of self. It is within these factors that the desire to lead is fostered, and additionally potentially provides the foundation to motivate others to lead also. Therefore, it is clear to see that from the beginning with the recruitment and retention of volunteers that the reputation of the charity and the gratification of 'giving back' are important factors; this is congruent with the findings of Prouteau and Tabariés (2010), who found that the type and prestige of the enterprise affected the number of volunteers. Using this information, an exploration will now be made as to how the gender of individual can influence their motivation to lead.

Prouteau and Tabariés (2010) noted that the gender of the individual in the third sector leadership position was influenced by a number of factors, including the age, as well as the international status and prestige of the enterprise. As we noted in the previous section this prestige or reputation also influences the recruitment and retention of volunteers. When looking specifically at the age and type of enterprise Prouteau and Tabariés, discovered that the older and more established the charity and those with international branches were less likely to have women on their boards or in leadership positions. This is reflected in the UK by the findings of the NVCO (2017) as illustrated in Figure 1. Baxter (2017) speculated that this was due to female leaders not conforming to the engendered expectations of these traditional workplaces. This speculation was supported by Andreassen *et al.* (2014) who noted that cultural bias increases as the enterprise grows and becomes more formalised. It begins to conform to cultural norms and beliefs. Baxter (2017) continued, stating that female leadership traits are not as

robust in business as the normative male practices, e.g. a tough, direct, 'no-nonsense' leadership approach. This leadership style may then be seen as the norm and can filter down through the ranks. There have been several high-profile cases in which large international charities have been accused of bullying and underhanded fundraising tactics, with fundraisers targeting older and vulnerable people to extract the most money possible. Such behaviour could be seen to be coming directly from the top and as a direct reflection of the leader (Baxter, 2017).

Bradshaw *et al.* (1996) theorised that women tend to use more interactive practises within leadership and place a higher value on more tacit leadership. Bradshaw *et al.* (1996) further speculated that women value a more democratic and participative leader and are therefore attracted to a female-centric enterprise when becoming a leader. These theories appear to be corroborated by Davies *et al.* (2017), as they found that self-selection can be contributing factor in the lack of women in leadership roles. Women choose not to join the leadership team (though well qualified to do so) as they feel they do not fit within the current leadership culture. A theory that appears to be supported by Garcia-Cano *et al.* (2016) as they also believed that the motivation for women to lead within the non-profit sector may be driven by the role culture within the organisation; and that this can be as powerful as the personal motivation for volunteering. They further re-iterate this by considering that women consider service to others and providing basic human needs to be of a high importance (Themundo, 2016 as cited in Garcia-Cano *et al.*, 2016). In contrast, men are more attracted to opportunities that offer the chance of higher earnings, promotion, freedom and power; this could be a contributing factor for a greater number of men in leadership in larger organisations as they offer a greater chance of achieving these desires (Hernandez Bark *et al.*, 2016). Therefore, because small and micro organisations are rarely able to offer remuneration, they are dismissed. Bussell and

Forbes (2001) believed that this 'selective intent' was driven by self-esteem and the egoistic motives that prestige and the approval of others can bring.

Metcalfe and Woodhams (2012) theorise that the pursuit of these cultural norms produced 'hegemonic masculinity' which when remaining unchallenged will continue to affect the diversity that the non-profit sector thrives on. As this discrimination is not as prevalent in small and micro organisations, women do not feel silenced in the workplace (Baxter, 2017) and the voluntary organisation becomes more attractive to female leaders. It is, therefore, important to note that the culture of an organisation and its cultural bias can have an effect on the motivation of women to lead within the organisation. An appreciation of the leadership traits of women and the effect that these traits can have on the wider culture of the organisation are all areas that should be taken into consideration.

When looking more at culture and the cultural norms within an organisation and how these affect the motivation of female leaders, the influence of ethical concerns cannot be ignored. Voluntary, charity, non-profit, and humanitarian organisations are thought of as being naturally ethical and promoting gender equality (Damman *et al.*, 2014), but as we have seen so far that is not always the case. Moreover, the lack of affirmative action can be thought of as an ethical dilemma for the sector. Ethical practices in business practice are often thought to be at odds with feminist and care ethics. Therefore, ethical norms can potentially be at odds with the motivation of the leader depending on their ethical orientation. Business ethics frequently call for the leader to have experience in the organisation (Borgerson, 2007), which may make the candidate inappropriately subjective, whereas a feminist ethical premise seeks connection to others. Such a contrast in ethical position may discourage females from pursuing leadership roles as they may feel that they are unfit or unable to achieve cohesion within the organisation, as the ability to fit-in is a strong motivational factor (Davies *et al.*, 2014).

Though it is important to note that feminist ethical views are not necessarily unique to women and are not feminine trait based, though there does appear to be some synergy between the two in the case of non-profit female leaders. Carrasco *et al.* (2015) believe that gender diversity within the not-for-profit sector is an ethical issue and highlights the effects of business ethics on structure and the appointment of leaders. They raise concerns that institutional isomorphism prevents the recruitment of women leaders in the larger charities and this prevents more women from volunteering to lead within them (Dimaggio and Powell, 1983 as cited in Carrasco *et al.*, 2015). Borgerson (2007) notes that the stereotype of the female volunteer leads to female oppression within the enterprise and plays on the traditional view that women who 'work' in charities are passive, sensitive and emotional as they are focused on the well-being and care of others. Although this may be the widely held view of a strong ethic of care, it is much more focused on, what is seen as, obligation to others and interpersonal relationships (Borgerson, 2017) and through these relationships the normalisation of ethical behaviour (Tanner *et al.*, 2010).

This normalisation of ethical behaviour and being empathetic to the needs of self and others can be seen in Authentic leadership. These leaders act in accordance with their internal thoughts and show their 'true-selves' through their actions (Tanner *et al.*, 2010). This echoes the thoughts of Alfes *et al.* (2015), Babchuck *et al.* (1960) and O'Brien *et al.* (2010) who theorised that positive engagement reduces the psychological effects of volunteering work, and the desire to be a volunteer allows the 'true-self' to be exposed. The altruistic values held by an authentic leader (protecting the rights and dignities of others) echo the feminine traits that are at the heart of the ethic of care and therefore can be potentially thought of as a strong motivation to lead. As noted by Burggraeve (2015) to do more than duty demands (supererogation) helps life to find meaning as it is a side effect of truly being engaged.

Although it is easy to make assumptions that ethics and ethical values are the cornerstone of leadership within a non-profit organisation, there is a fine line between the ethics of the leader and the ethics of the business. If one is fundamentally different from the other, then there will be more reticence when it comes to women leading and volunteering within the organisation. We will next further explore how leadership styles and values influence leadership choice and the motivation to lead.

Leadership theory is dominated by male paradigms and a consequence of this is that organisational meaning, leadership theories and styles are influenced and dominated by men and masculinities (Alonso-Almeida *et al.*, 2017). It is theorised that women and men have very different leadership styles and values (Alonso-Almeida *et al.*, 2017; Sahin *et al.*, 2017; Whetstone, 2002). These styles and values are governed by personality, upbringing and environment. Another factor that influences leadership style, as previously noted, is the issue that women leaders are viewed differently to their male counterparts due to stereotypes and societal expectations (Baxter, 2017; Andreassen *et al.*, 2014). This can result in women adopting a more masculine leadership style; which consequently can result in a perpetuation of the stereotypes. Whetstone (2002) theorised that women are more successful and comfortable adopting a transformational leadership style. This is heavily influenced by charisma and the ability to motivate followers through motivation (Whetstone, 2002). This is supported by Fritz and Knippenberg (2017), who hypothesised that mutual aspirations and shared communication, especially in the non-profit sector, encouraged more women to act. This positive role modelling also encouraged and stimulated more women to aspire to lead within these types of organisation (Fritz and Knippenberg, 2017). Whetstone (2002) also pondered as to whether the pragmatic nature of the non-profit sector also encouraged and motivated women to lead, as noted earlier the moral climate, and 'feel' of the organisation is a great influence on women when looking to volunteer but this is also applicable on the aspiration to lead Parsons and Broadbridge (2006).

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Bamiatzi *et al.* (2015) believe that leadership within small organisations is significantly more important than in larger organisations. This is due to the limited numbers of leaders within the organisation and the fact that responsibilities, reporting lines and boundaries can become blurred (Bamiatzi *et al.*, 2015). These organisations require a more situational and fluid leadership style rather than a strict authoritarian style (Bamiatzi *et al.*, 2015) in order to facilitate the nature of the business. This flexibility of leadership is supported by Alonso-Almeida *et al.* (2017) who value adaption of style in order to accommodate different environments. This is posited as a more entrepreneurial management style and found more commonly in those who favour transformational leadership (Sahin *et al.*, 2017) as the balance of philanthropic values can be dependent on the creation of community and having a psychological engagement with followers (Palumbo, 2016). Knipfer *et al.* (2016) believe that women are driven to lead by three factors; motivation, ability and opportunity. These factors are different to men who look at opportunity and reward as more influential in the pursuit of leadership (Hernandez Bark *et al.*, 2016). This aspiration to serve is thought of as a motivation to lead by Fritz and Knippenberg (2017) and can empower not only the followers but also the leader themselves (Dean and Ford, 2017) drawing on that leader and their own self-belief to use their abilities to act for the collective (Whetstone, 2002). This altruistic leader does things because their actions offer them greater positive benefits than the costs incurred (Becker, 1976 as cited in Whetstone, 2002).

It is therefore clear so far, that leadership style as well as both ethical and personal values all influence the female desire to lead. It also seems that values are of greater influence in the non-profit and volunteer sector. Therefore, the positive aspects of the organisation and the reputation and 'feel' of the business will heavily influence the desire to progress and lead within the organisation. Using the findings so far, motivation to lead will now be explored and

how different types of motivation factors into the decision-making process and influence the desire of women to lead within the small/micro non-profit organisation.

There is limited research available as to the specific motivating factors of leadership in the non-profit sector specifically focusing on the small and micro organisation, therefore general theories have been explored and analysed. Buelens and van den Broeck (2007) stated that motivation is not a passive notion, that there is a strong desire to serve the public interest when leading within the non-profit sector and that this high level of commitment is a choice, and that choosing to give and being motivated to do so is influenced by many factors. A general consensus is observable in many theories as to why people volunteer and lead within non-profit organisations. These are split into two models; a 'warm glow' (Proteau and Wolff, 2008) – the motivation to give themselves for a greater cause (Bruno and Fiorillo, 2012; Bussell and Forbes, 2002; Felfe and Schyns, 2014) or for investment – to increase employability and future earnings or to improve human capital (Bruno and Fiorillo, 2012; Kuvaas *et al.*, 2017; Profiroiu and Pacesila, 2017), and all other motivations fall into one of these two categories. Elprana *et al.* (2015) further expanded on this by building on the concept of the motivation to lead (Chan and Drasgow, 2015 as cited in Elprana *et al.*, 2015) by speculating that as well as the general consensus as to why people lead within non-profits; this motivation was predictable based on personality, sociocultural values, self-efficacy and leadership experience and that these potentially could be a reflection of society and a reflection of the gender equality within the organisation. Jenni (2017) corroborates this premise by suggesting that personal values, views and personality traits shape the way the world is viewed as a whole, and this is at the core of why women volunteer and lead. Putting all these factors together it is possible that, a female-centric, people-friendly organisation is more likely to motivate volunteers to step-up and lead. This theory appears to be supported by Garcia-Cano *et al.* (2016) as they too believed that motivation may be influenced by gender systems and role culture within the organisation.

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Garcia-Cano *et al.* (2015) appear to build upon these theories, as they believe that as well as the six motivational factors noted earlier; sociodemographic factors will also influence whether volunteer leaders give themselves for altruistic or pragmatic reasons. Furthermore, this influence can change with age, social position and familial influences. Mascia *et al.* (2015) validate this notion as they note that behaviours (of individuals) can morph in order to support new beliefs and the influence of external (to self,) collaborators can stimulate new beliefs and motivate to step forward and lead. An example of this can be seen in a mother supporting a child's sports team and becoming a driving force in fund raising and organising others to support the team, when previously they had no interest in sport or leading others. Bruno and Fiorillo (2012) observed that the care of family and household can affect the reasons for volunteering (Mueller, 1975; Schram and Dunsing, 1981, as cited in Bruno and Fiorillo, 2012). This was classed as Family Unit Collective Goals by Bussell and Forbes (2001) and contributed in the continuance of volunteering within a family and normalised volunteering behaviour within the familial history. Jenni (2017) expanded on this by speculating that situation is a primary mitigating factor in motivation, and that there is, as noted previously, usually a trigger event that begins the journey to lead, whether this is an interest in sport, or a family member requiring hospice care.

As well as the 'warm-glow' (Proteau and Wolff, 2008) there are other more pragmatic motivations – the Investment in self. Burani and Palestini (2016) called this the 'donate labour hypothesis' as labour is donated, but as skills increase and improve the leader gets back as much as they put in. The increase in interesting work and the development of new skills become an intrinsic motivation to move through the ranks of an organisation - from volunteer to leader (Bruno and Fiorillo, 2012), this improvement in Human Capital is more common in younger women (Bussell and Forbes, 2001) as they meet and learn from others and create both a support and business network which can help to shape a future career. Profiroiu and Păceșilă (2017),

note that this is particularly observable in students as they desire to improve career opportunities. Though they did note that contrary to many theorists that in small and micro organisations specific skill sets were not a necessity in order to become a leader.

There are many factors that can influence whether a woman becomes a leader within a non-profit organisation including empathy with the cause, prestige, external collaboration and situation. Bussell and Forbes (2001) also suggested that the primary driving motivation may be as simple as 'because I can'. There is agreement within the theories that motivation to lead is a deeply personal thing, influenced by history, personality, values and family. In terms of gender, motivation to lead can also arise out of practical instrumentality: to feel good, to learn, or to assert one's own autonomy. These initial findings provide some new insight but will require further inquiry in other contexts and various empirical designs before more wide-reaching conclusions can be drawn.

Limitations

This study is limited particularly in scope as few empirical studies address specifically female leadership in the voluntary sector; most research explores more general gender issues and as it has become clear there are specific differences between the genders in this case. Secondly, extant literature concentrates on the voluntary/non-profit sector as a whole and doesn't differentiate according to the size or budget of the enterprise. Factors such as these may have a major impact on the influence and motivation of women to become leaders, which was reflected in the reports that are available. Thirdly, in recent years signs of potential change in public perceptions and acceptance of gender hierarchies especially in the context of the workplace. Such trends hold the potential to create changes at a social level and the academic literature has yet to catch-up. Findings and implications are limited in scope further by the geographical focus and the exclusion of grey literature from the study. The use of specific

geographical limitations reduced the available literature and thus constrained the availability of empirical data. Due to the nature of the volunteer sector, government agencies and publications by the third sector organisations themselves may have provided additional data for analysis. Government papers and information from other industrialized nations may also provide a broader picture and a wider set of data to draw on. Finally, this study is limited by the nature of secondary research. At this point the study sought to gain an overview of the current state of knowledge and identify gaps toward the development of proposals for further research with primary data collection in view.

Implications and Recommendations

This study exposes a gap in the fields of gender and leadership as well as in the motivation to lead. Furthermore, the systematic literature review contributes specific insight into the motivation to lead in the volunteer sector and indications for diversifying traditionally male- or female-dominated workforces. This study expands the work of Lee (2014) and Prouteau and Tabariés (2010) which examined the voluntary sector as a whole rather than looking specifically at the size of the organisation, and also focused on contexts outside of the UK. In exploring the motivation of women to lead in small and micro not-for-profit organisations in the UK, findings show when remuneration and monetary reward is not a factor in leadership other factors come into play and differentiate the motivation to become leaders between women and men. This review indicates that there is a difference in the motivation of women and men to lead in the non-profit sector in the UK that is delineated along ethical motivation. The overarching theme from studies included in this review shows a fundamental difference in the core values of men and women. Both men and women are influenced by others in their choice to become a leader in this context, but for different reasons: men by more ego-

centric beliefs and to raise prestige amongst their peers and women by a need to fit in and be part of the group.

Analysis from this review points to a direct link between personal values and those of the organisation; any deviation in these beliefs can result in women becoming reticent to lead within these organisations as they believe their views are undervalued. Overall, the review indicated that men were driven by pragmatic interests and ego; whereas women were motivated through the opportunity to be change agents both for themselves and for others. Whilst it is easy to make assumptions as to the factors that motivate women to lead within small and micro organisations, but the reality of their motivations is far more complex than the common stereotypical perceptions related to family pressures, lack of confidence, or helper syndrome. Women are influenced by an array of factors with subtle nuances. Nevertheless, the extant literature that was included in this review demonstrates that women aspire to lead in the context of voluntary organisations and particularly in small and micro social enterprises because they believe in the cause and feel ethically driven by the potential to be agents of change: making a difference to both the organisation, the cause it serves, and themselves.

The findings of this review pose implications for recruitment and development of leaders in the volunteer sector and provides further indications for diversifying executive positions. Boards and organisations seeking to foster women's leadership or to promote diversity in leadership can draw on these findings to develop recruitment and leadership development interventions that draw out the elements of leading social enterprises which appear to appeal to women and minimize the elements that would tend to attract men to those roles. Alternatively, organisations can examine their culture and assess the degree to which it fosters an environment supportive of women's leadership development that is guided by the role of being a change agent, making a difference, being part of a community, and asserting autonomy.

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Following the advice of Baumeister and Leary (1997) on formulating rather than testing or supporting hypotheses for future possible research via systematic literature review method, we make the following proposals as an initial attempt to conceptualize further study:

Proposal 1

Women more frequently become leaders in small and micro non-profit organisations due to familial and peer influences relating to a need for affiliation and social integration.

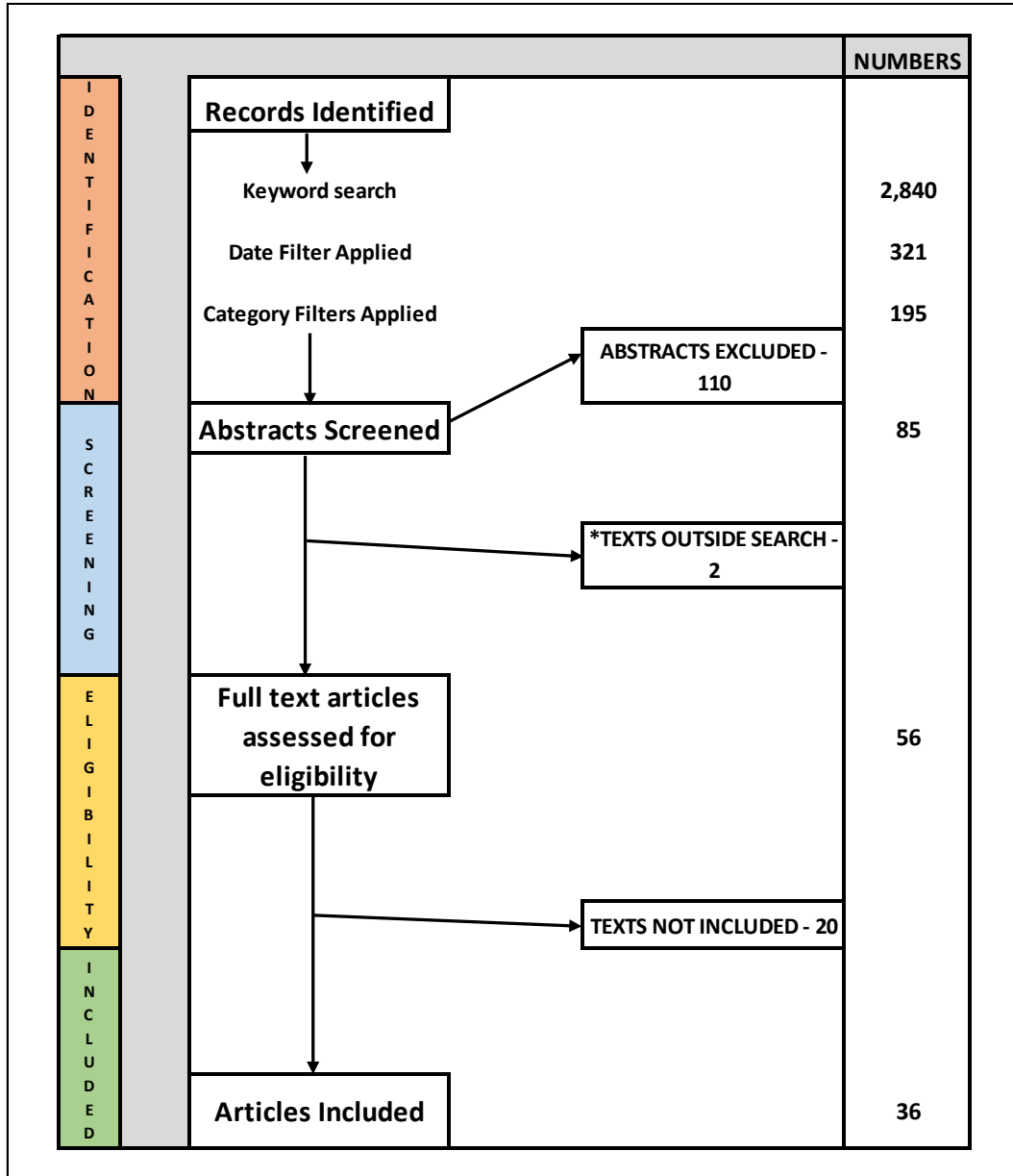
Proposal 2

Women more frequently become leaders in small and micro non-profit organisations due to a need assert their agency toward ethical and moral concerns that provide meaning.

Moving forward we recommended further conceptualization of targeted research projects in to these underexplored phenomena. Whilst this systematic literature review provides some insight into women's motivation to lead in small and micro third sector organisations, there is still a need to explore empirically the antecedents of leadership in social enterprises as well as the ethical dimensions of the motivation to lead with further examination of gender differences in leadership and motivation to lead in the context of volunteer service. Further study should provide more in-depth critical evaluation of gendered assumptions and the role of socialization that underpin outcomes and behaviours in non-profit sector leadership which is beyond the scope of this study.

Appendices

Appendix 1 Workflow diagram.



Appendix 2 Search criteria

Research Topic: Motivation of women to lead in small and micro organisations

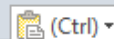
Initial Reading: Lee, Y. (2014). The feminine sector: Explaining the overrepresentation of women in the nonprofit sector in the USA

Prouteau, L., & Tabariés, M. (2010). Female leadership in French voluntary associations.

Spider Diagram: Mind map of key thoughts and issues to help to generate keyword search – see below

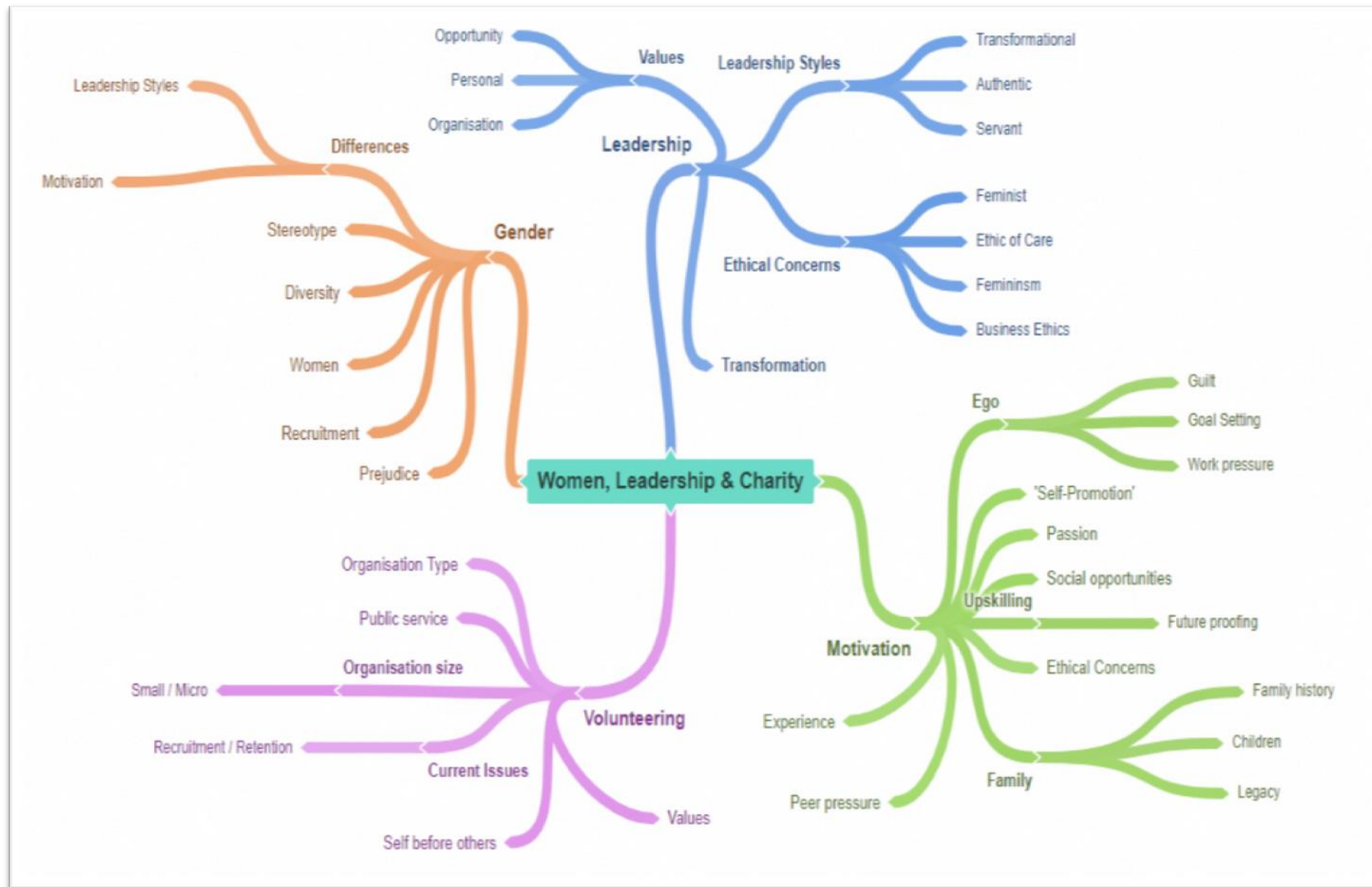
Keywords: Ethics, Morality, Leadership, Gender, Motivation, Nonprofit, Ego, Diversity, Values, Volunteering, Family, Experience, Not for Profit

Databases etc.: Summon – which will access CMI, ABI Inform, SCOPUS, Emerald Journals, ProQuest and Wiley Online, Science Direct.



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Appendix 4 Conceptualization of keywords



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Appendix 4 Criteria for inclusion and exclusion

Search Category	Included	Excluded
Business	✓	
Business ethics	✓	
Business schools		✓
Charities	✓	
Corporate responsibility		✓
Donations		✓
Entrepreneurs	✓	
Executives	✓	
Gender	✓	
International	✓	
Leadership	✓	
Nonprofit organisations	✓	
Philanthropy		✓
Politics	✓	
Psychological Aspects	✓	
Qualitative research	✓	
Religion		✓
Social entrepreneurship		✓
Social networks		✓
Social responsibility		✓
Social sciences	✓	
Social welfare and social work		✓
Society	✓	
Stakeholders		✓
Studies	✓	
Sustainable development		✓
Values	✓	
Women	✓	
Womens studies	✓	

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Appendix 5 Journals and databases

Journal Title	No. of publications identified	Included	Not Included	Source database
Acta Sociologica	1	1		JSTOR
Administratie si management public	1	1		PROQUEST ABI/INFORM
Business ethics, a European review	2	2		WILEY ONLINE
Business & Society Review	1	1		WILEY ONLINE
Capital & Class	1	1		SAGE JOURNALS
Discourse & Communication	1	1		SAGE JOURNALS
Economica	1		1	SCOPUS
Economics Letters	1	1		SCIENCE DIRECT
Equality, diversity and inclusion; an international journal	1		1	SCOPUS
Foundations of science	1	1		SCOPUS
Health & social work	1		1	EMERALD
International journal of management reviews	1	1		WILEY ONLINE
International journal of nonprofit and voluntary sector marketing	1	1		SCOPUS
International journal of training and development	1		1	SCOPUS
International journal of voluntary and nonprofit organisations (Voluntas)	6	3	3	PROQUEST ABI/INFORM
International small business journal	1	1		SCOPUS
Journal of applied business research	1		1	PROQUEST ABI/INFORM
Journal of behavioral and experimental economics	1	1		SCIENCE DIRECT
Journal of business ethics	2	2		SCOPUS
Journal of economic psychology	2	2		SCOPUS
Journal of leadership studies	1		1	SCOPUS
Journal of management development	1		1	EMERALD
Journal of management education	1	1		PROQUEST ABI/INFORM
Journal of management inquiry	1		1	PROQUEST ABI/INFORM
Journal of managerial psychology	1	1		SCOPUS
Journal of personnel psychology	1	1		PROQUEST ABI/INFORM
Journal of psychology	1	1		PROQUEST ABI/INFORM
Journal of retailing and consumer services	1	1		PROQUEST ABI/INFORM
Journal of the Royal Statistical Society	1		1	JSTOR
Journal of small business management	1	1		WILEY ONLINE
Leadership	1		1	PROQUEST ABI/INFORM
Leadership & organization development journal	2	2		SCOPUS
Management	1		1	PROQUEST ABI/INFORM
Nonprofit & voluntary sector quarterly	4	1	3	SCOPUS
Nonprofit management & leadership	2	1	1	SCOPUS
Psychology	1	1		SCIENTIFIC RESEARCH
Public administration review	2	1	1	SCOPUS
Revista de psicologia social	1	1		TAYLOR FRANCIS ONLINE
The international journal of human resource management	1	1		SCOPUS
The journal of business diversity	1	1		PROQUEST ABI/INFORM
The journal of nonprofit education & leadership	1	1		PROQUEST ABI/INFORM
The leadership quarterly	1		1	ELSEVIER
TOTAL	56	36	20	

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Appendix 6 List of articles included and excluded

	Author (s)	Title	Publication year	Area	Included
1	Alfes, K., Shantz, A., & Bailey, C.	Enhancing volunteer engagement to achieve desirable outcomes: What can non-profit employers do?	2015	Charity / Volunteering	Yes
2	Alonso-Almeida, M. d. M., Perramon, J., & Bagur-Femenias, L.	Leadership styles and corporate social responsibility management: Analysis from a gender perspective	2017	Leadership	Yes
3	Andreassen, T. A., Breit, E., & Legard, S.	The making of 'professional amateurs': Professionalizing the voluntary work of service user representa	2014	Gender	Yes
4	Backus, P & Clifford, D.	Are big charities becoming more dominant? Cross-sectional and longitudinal perspectives.	2013	Charity / Volunteering	No
5	Bamiatzi, V., Jones, S., Mitchelmore, S., & Nikolopoulos, K.	The role of competencies in shaping the leadership style of female entrepreneurs: The case of north west of England, Yorkshire, and North Wales.	2015	Leadership	Yes
6	Baxter, J.	Resolving a gender and language problem in women's leadership: Consultancy research in workplace discourse.	2017	Gender	Yes
7	Bobbio, A., & Rattazzi, A. M. M.	A contribution to the validation of the motivation to lead scale (MTL): A research in the Italian context.	2006	Motivation	No
8	Borgerson, J. L.	On the Harmony of Feminist Ethics and Business Ethics.	2007	Ethics	Yes
9	Bruno, B., & Fiorillo, D.,	Why without pay? Intrinsic motivation in the unpaid labour supply	2012	Motivation	Yes
10	Buelens, M., & Van den Broeck, H.	An analysis of differences in work motivation between public and private sector organizations.	2007	Motivation	Yes
11	Burani, N., and Palestini, A.,	What determines volunteer work? On the effects of adverse selection and intrinsic motivation	2016	Motivation	Yes
12	Burggraefe, R.	Volunteering and ethical meaningfulness.	2015	Ethics	Yes
13	Bussell, H., & Forbes, D.	Understanding the volunteer market: The what, where, who and why of volunteering.	2002	Gender	Yes
14	Carrasco, A., Francoeur, C., Labelle, R., Laffarga, J., & Ruiz-Barba	Appointing women to boards: Is there a cultural bias?	2015	Ethics	Yes
15	Cregan, C.	Are things really getting better?	2002	Charity / Volunteering	Yes
16	Damman, M., Heyse, L., & Mills, M.	Gender, occupation, and promotion to management in the nonprofit sector: The critical case of médecins sans frontières Holland.	2014	Ethics	Yes
17	Davies, S., Broekema, H., Nordling, M., & Furnham, A	Do women want to lead? Gender differences in motivation and values.	2017	Ethics & Gender	Yes
18	Dean, H., & Ford, J.	Discourses of entrepreneurial leadership: Exposing myths and exploring new approaches.	2017	Leadership	Yes
19	Elprana, G., Felfe, J., Stiehl, S., & Gatzka, M.	Exploring the sex difference in affective motivation to lead.	2015	Motivation	Yes
20	Felfe, J., & Schyns, B.	Romance of leadership and motivation to lead.	2014	Motivation	Yes
21	Fritz, C., & Knippenberg, D.	Gender and leadership aspiration: The impact of organizational identification.	2017	Leadership	Yes
22	Fyall, R., & Gazley, B.	Applying social role theory to gender and volunteering in professional associations.	2015	Charity / Volunteering	No
23	García-Cano, A., Paterna, C., & Martínez, C.	Influence of gender self-schema and type of service-oriented NGOs on volunteering activity	2016	Charity / Volunteering	Yes
24	Guillén, L., Mayo, M., & Korotov, K.	Is leadership a part of me? A leader identity approach to understanding the motivation to lead.	2015	Leadership	No
25	Hallmann, K., & Zehrer, A.	How do perceived benefits and costs predict volunteers' satisfaction?	2016	Charity / Volunteering	No
26	Hernandez Bark, A. S., Escartín, J., Schuh, S. C., & Van Dick, R.	Who leads more and why? A mediation model from gender to leadership role occupancy.	2016	Gender	Yes
27	Jenni, C.	Motivation to lead: A contingent approach to female leadership.	2017	Motivation	Yes
28	Kalaitzi, S., Czabanowska, K., Fowler-Davis, S., & Brand, H.	Women leadership barriers in healthcare, academia and business.	2017	Leadership	No

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Appendix 6 Cont.

	Author (s)	Title	Publication year	Area	Included
29	Knipfer, K., Shaughnessy, B., Hentschel, T., & Schmid, E.	Unlocking womens leadership potential: A curricular example for developing female leaders in academia.	2016	Charity / Volunteering	Yes
30	Kottasz, R.	Differences in the donor behavior characteristics of young affluent males and females: Empirical evidence from Britain.	2004	Charity / Volunteering	No
31	Krzakiewicz, K.	Management by values - a strategic dimension.	2012	Ethics	No
32	Kuvaas, B., Buch, R., Weibel, A., Dysvik, A., & Nerstad, C. G. L.	Do intrinsic and extrinsic motivation relate differently to employee outcomes?	2017	Motivation	Yes
33	Lanfranchi, J., & Narcy, M.	Female overrepresentation in public and nonprofit sector jobs.	2015	Charity / Volunteering	Yes
34	Mascia, D., Dello Russo, S., & Morandi, F.	Exploring professionals' motivation to lead: A cross-level study in the healthcare sector.	2015	Motivation	Yes
35	Meier, S., & Stutzer, A.	Is volunteering rewarding in itself?	2008	Charity / Volunteering	No
36	Metcalfe, B. D., & Woodhams, C.	Introduction: New directions in gender, diversity and organization theorizing - Re-imagining feminist post-colonialism, transnationalism and geographies of power.	2012	Gender	Yes
37	Moore, G., & Grandy, G.	Bringing morality back in.	2017	Ethics	No
38	O'Brien, L., Townsend, M., & Ebden, M.	'Doing something positive': Volunteers' experiences of the well-being benefits derived from practical conservation activities in nature	2010	Charity / Volunteering	Yes
39	Oostlander, J., Güntert, S. T., van Schie, S., & Wehner, T.	Leadership and volunteer motivation: A study using self-determination theory.	2014	Charity / Volunteering	No
40	Palumbo, R.	Challenging servant leadership in the nonprofit sector: The side effects of servant leadership.	2016	Leadership	Yes
41	Parsons, E., & Broadbridge, A.	Job motivation and satisfaction: Unpacking the key factors for charity shop managers.	2006	Charity / Volunteering	Yes
42	Profiroiu, A. G., & Păceșilă, M.	Volunteering: A route to the students professional development.	2017	Motivation	Yes
43	Prouteau, L., & Tabariés, M.	Female leadership in French voluntary associations.	2010	Motivation	Yes
44	Prouteau, L., & Wolff, F.	On the relational motive for volunteer work.	2008	Motivation	Yes
45	Ritz, A., Brewer, G. A., & Neumann, D.	Public service motivation: A systematic literature review and outlook.	2016	Charity / Volunteering	No
46	Robineau, A., Ohana, M., & Swaton, S.	The challenges of implementing high performance work practices in the nonprofit sector.	2015	Charity / Volunteering	No
47	Sacavém, A., Martínez, L. F., da Cunha, J. V., Abreu, A. M., & Johnson, S. K.	Charismatic leadership: A study on delivery styles, mood, and performance.	2017	Leadership	No
48	Sahin, F., Gürbüz, S., & Sesen, H.	Leaders' managerial assumptions and transformational leadership: The moderating role of gender.	2017	Leadership	Yes
49	Sastre-Castillo, M. A., Peris-Ortiz, M., & Danvila-Del Valle, I.	What is different about the profile of the social entrepreneur?	2015	Charity / Volunteering	No
50	Skoglund, A. G.	Do not forget about your volunteers: A qualitative analysis of factors influencing volunteer turnover.	2006	Charity / Volunteering	No
51	Stiehl, S. K., Felfe, J., Elprana, G., & Gatzka, M. B.	The role of motivation to lead for leadership training effectiveness.	2015	Leadership	No
52	Tanner, C., Brügger, A., van Schie, S., & Lebherz, C.	Actions speak louder than words.	2010	Ethics	Yes
53	Themudo, N. S.	Gender and the nonprofit sector.	2009	Gender	No
54	Whetstone, J. T.	Personalism and moral leadership: The servant leader with a transforming vision.	2002	Leadership	Yes
55	Wilson, J.	Volunteerism research.	2012	Charity / Volunteering	No
56	Yahaya, R., & Ebrahim, F.	Leadership styles and organizational commitment: Literature review.	2016	Leadership	No

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Appendix 7 Excluded articles

- Backus, P., and Clifford, D. (2013). 'Are big charities becoming more dominant? Cross-sectional and longitudinal perspectives', *Journal of the Royal Statistical Society. Series A (Statistics in Society)*, 176(3), pp. 761-776.
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