

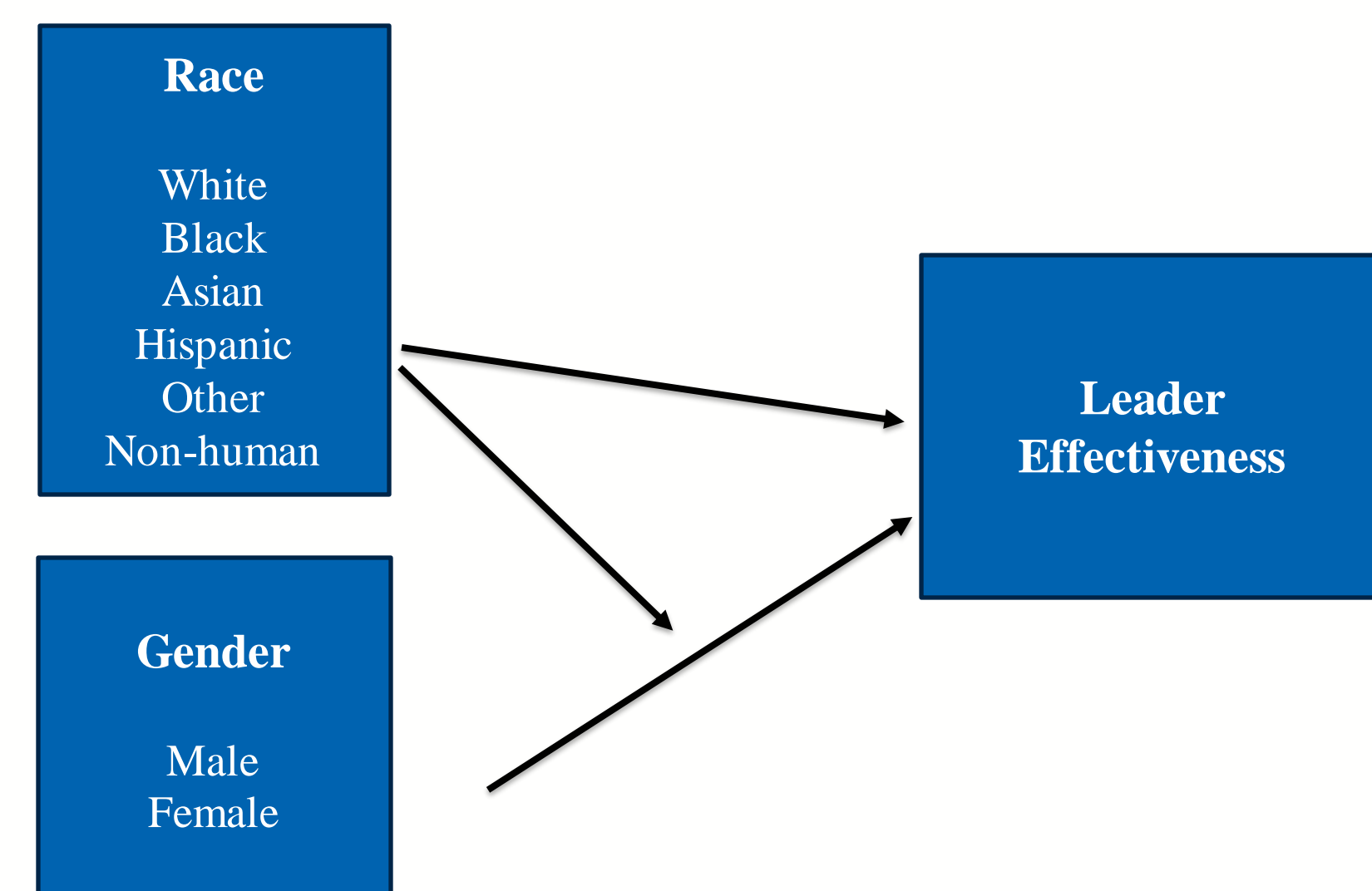
Leader Effectiveness in Underrepresented Groups and Majority Groups in Popular Movies

Temiloluwa Awolu, Wilfredo Rodriguez, Miranda Deleon, Ellie Tran

University of Texas at Arlington, Department of Psychology

INTRODUCTION

- Male leaders are preferred over female leaders which suggests that male leaders are viewed as more effective compared to their female counterparts.^[1]
- Women leaders continue to face challenges regarding sexual bias and stereotypes, especially younger individuals.^[1]
- In the case of racial minorities, another study delves into their representation and how they are usually presented using uneven social dynamics^[2], which could further propagate the narrative that minorities are lesser than the white majority.
- Black director's disproportionality populate the film industry which also translates into the black presence felt within popular film.^[3] With this we see black leaders at a reduced rate which perpetuated the running theme of effectiveness.
- Minority characters in film often serve as a tool for the moral or emotional development of white characters, rather than being fully developed characters themselves.^[3]
- National identity, moral values, and femininity are greatly influenced by mainstream movies.^[4]
- A potential impact on leadership emergence is leader narratives conveyed in popular movies, which are often consumed by millions of people. Our aim in this study is to assess the effectiveness of minority leaders compared to their majority counterparts that is portrayed in these movies.



HYPOTHESES

- Male leaders are portrayed to be more effective than female leaders in popular movies.
- White leaders are portrayed to be the most effective in popular movies.
- White male leaders are portrayed to be the most effective in popular movies.

METHODS

Sample

- 220 high-grossing movies (top 50 of the release year of release)
- New movies that were released between 1996 and 2006 (not re-releases)
- At least one central character who clearly displayed leadership
- Leaders' gender: 204 males, 16 females
- Leaders' race: 154 Whites, 32 Black/African Americans, 2 Asians, 4 Hispanics, 1 Multiracial, 5 Others, 22 Non-humans.

Measures

- Leaders' gender and race were coded based on the coders' judgments
- Effectiveness was measured based on the extent to which the leader helped the group achieve their goal or outcome as a result of their social influence
- Rating was on a 5-point Likert scale (1 = least effective, 5 = most effective)
- The final score was the average rating of all judges

Procedure

- Content analysis of popular movies
- Initial list of 550 movies (50 from each year sampled) randomly assigned to two researchers to review a plot summary of each movie and indicate yes or no as to whether the movie featured a central character who engaged in leadership
- The top 20 highest-grossing movies from each year that met all inclusion criteria were selected for the final sample
- Only one character was selected as central leader in each movie placed into a category (race, gender) based on visual appearance.
- Leaders were rated by 5 graduate and 2 undergraduate psychology research assistants on how affective they are in accomplishing their goals.

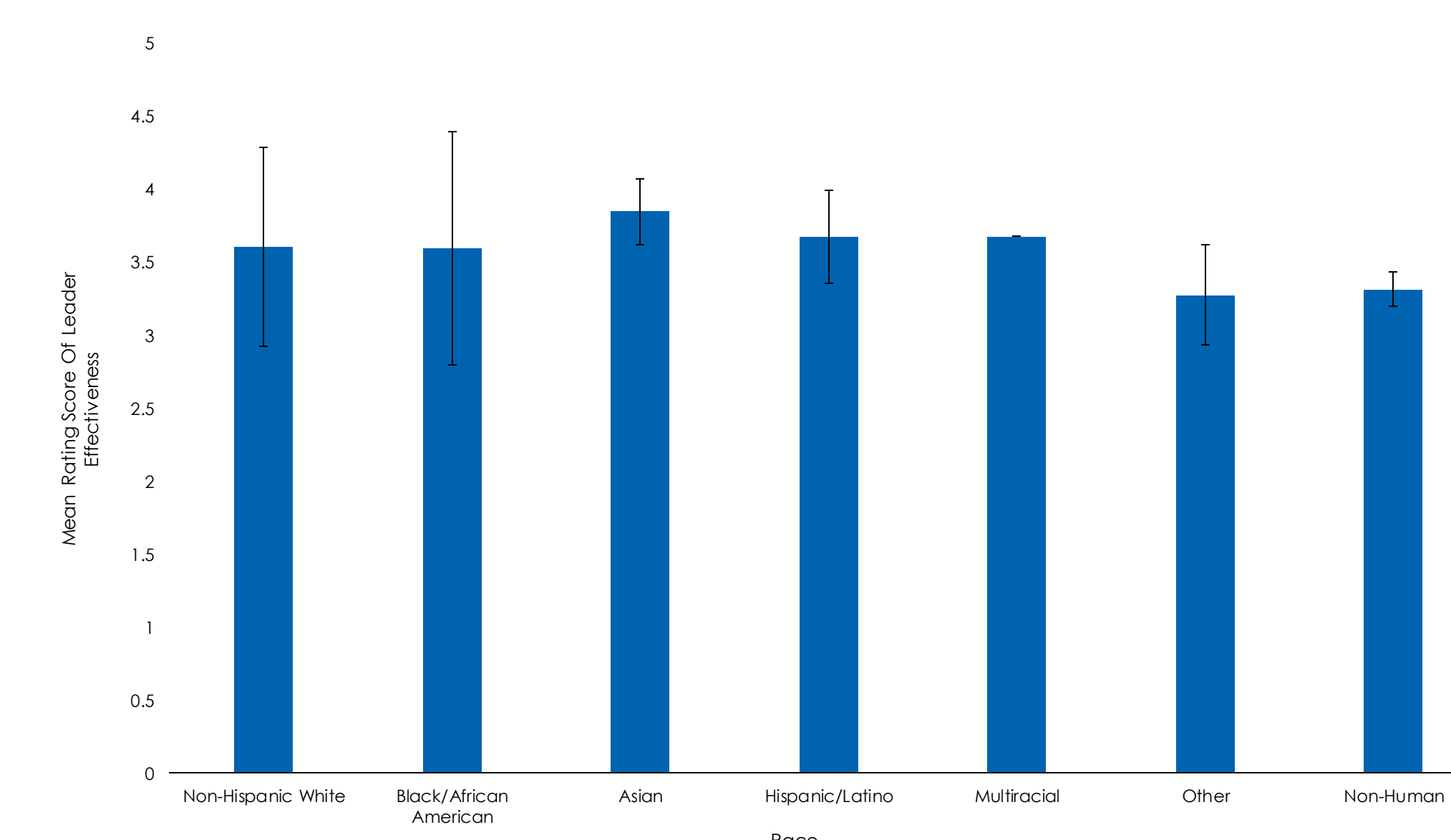
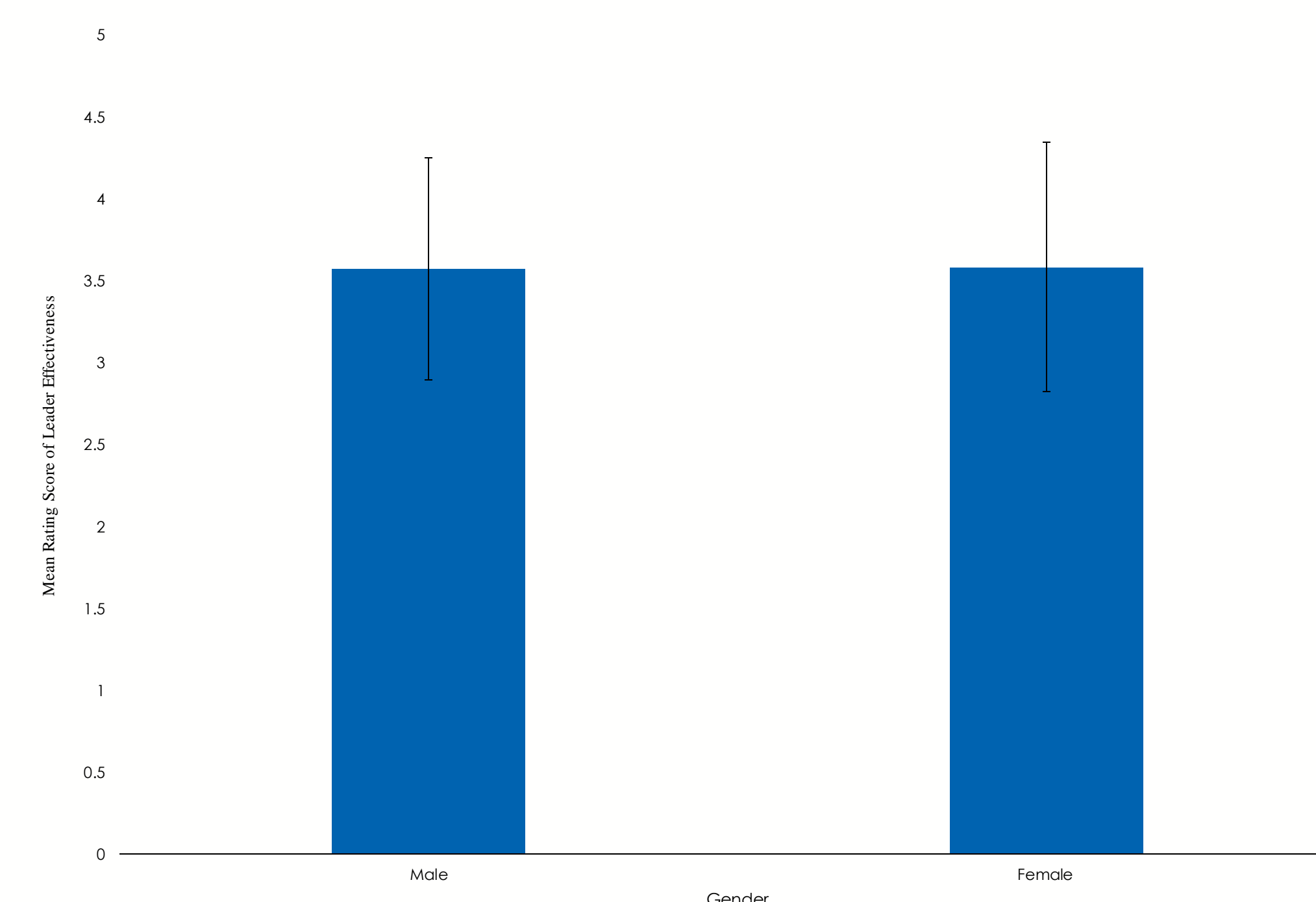
Analyses

- Statistical analyses were performed using SPSS
- Analysis of Variance tests (ANOVA) were used to test the hypotheses

RESULTS

- Factorial ANOVA showed that there was no significant difference in leader effectiveness between genders, $F(1, 208) = .00, MSE = .48, p = 1.00, \eta_p^2 = .00$
- Factorial ANOVA showed that there was no significant effect of race on leader effectiveness, $F(6, 208) = .42, MSE = .48, p = .87, \eta_p^2 = .01$
- Factorial ANOVA showed that there was no significant interaction effect of gender and race on leader effectiveness, $F(4, 208) = .75, MSE = .48, p = .56, \eta_p^2 = 0.1$

Variable	N	M	SD
Race			
Non-Hispanic White	154	3.60	.68
Black/African American	32	3.59	.80
Asian	2	3.84	.23
Hispanic/Latino	4	3.67	.32
Multiracial	1	3.67	.00
Other	5	3.27	.34
Non-Human	22	3.31	.12
Gender			
Female	16	3.58	.76
Male	204	3.57	.68



DISCUSSION

- The results showed that there were no significant main or interaction effects of gender and race on leader effectiveness in popular movies.
- The findings suggest that within film, effective leadership is depicted as a quality that goes beyond race and gender differences. This emphasizes other qualities valued in leadership such as personality and situational response.
- With this information, more questions can arise such as "if race and gender have no effect on leader effectiveness, why are minorities still underrepresented in leadership positions?"
- Most films only showed minorities in a leadership position when majority of the group was either of the same background or a different fellow minority.^[6]
- Minority characters are often disconnected from their racial and cultural background. This might contribute to a distorted view of racial dynamics and maintain white-centric perspectives.^[5]

Implications

- The aspect of leadership shaped by cultural influences has received insufficient attention in existing literature. This research contributes to filling this gap by exploring and adding insights to our understanding of leadership within cultural contexts.
- These results could be used to advocate for more leadership opportunities for all demographics in executive positions since it has no bearing on the effectiveness of a leader.
- Organizations should hire and promote individuals based on qualifications and merit rather than influenced by race and gender. These findings could also lead to more inclusive leadership development programs.
- By further examining the impact of stereotypes and bias on workplace inequality in leadership careers, organizations can propose innovative strategies to overcome bias and promote equal opportunities for minorities' career advancement.

Limitations & Future Directions

- The movies in the sample were from the early 2000s, trends might have changed, and this data might not be an accurate representation of the current cinematic leadership.
- Our sample contained a vast majority of white male leaders. Even though this highlights the underrepresentation of minorities in leadership positions in film, further research should use a sample of evenly distributed race and gender leaders.

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