

DIFFERENCES IN PERCEPTIONS OF HOMOSEXUAL FEMALE LEADERS IN  
RELATION TO HETEROSEXUAL FEMALE LEADERS

By

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## **ABSTRACT**

Although attitudes are improving toward homosexuals in general, stereotypes and prejudices remain a concern. The present research examines heterosexual and homosexual female leaders based on perceptions of leadership effectiveness and traits. Organizational success or failure as well as the attribution of responsibility for the outcome are conditions that may influence these perceptions. This study found that perceptions of leadership effectiveness were higher when the organization was successful than when the organization was unsuccessful. Further, leadership effectiveness ratings for heterosexual females were greater than for homosexual females, when not controlling for other variables. Prejudice did not seem to be the cause of this finding, although social desirability remains a consideration. As far as traits, when the organization was successful, leaders were perceived as having greater positive communal traits than when the organization was unsuccessful. A discussion of implications and future research is included.

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## CHAPTER I

### Introduction

Research shows that 3.4% of adults in the United States identify as homosexual female, homosexual male, bisexual, or transgender (Newport, 2012). The General Social Survey, conducted in 2010, indicated that support for civil liberties for homosexual males and homosexual females are increasing (University of Chicago, 2011). Similarly, a Gallup poll indicated an upward trend, in that 54% of Americans viewed homosexual relations as morally acceptable (Saad, 2012). Also, a national survey showed that 63% of the registered voters that were surveyed favor establishing a federal law to protect LGBT individuals from employment discrimination (The White House, 2014). Although attitudes toward homosexuals seem to be improving, discrimination remains a concern.

Research by Herek (2009) suggests that one in ten people who identify as a sexual minority experienced discrimination regarding employment or housing. Fictitious applicants who, based on their résumés, appeared to be homosexual males were discriminated against (Tilcsik, 2011). Tilcsik found that fictitious homosexual male applicants were less likely to be contacted by the potential employer for an interview than fictitious non-homosexual applicants were. It was noted that regional differences, because of either attitudes or laws, did exist in this large-scale study including seven states across the United States. In another study conducted in Belgium, discrimination was not found in hirability ratings (Van Hoye & Lievens, 2003). Discrimination toward homosexuals seems to exist; however, the conditions under which it exists are complicated.

Employment practices tend to have differing implications for homosexual female, homosexual male, bisexual, and transgender individuals. For example, homosexual and bisexual males generally earn less than heterosexual males, while homosexual females generally earn more than heterosexual females (Antecol, Jong, & Steinberger, 2008; Black, Makar, Sanders, & Taylor, 2003; Blandford, 2003; Christaforea & Leguizamon, 2013; Clain & Leppel, 2001). Factors may include the motivation by homosexual females to choose male-dominated careers (Chung, 1995) or the investment in preparing for a career (Black et al., 2003).

Currently, 18 states and the District of Columbia have employment laws in place regarding discrimination based on sexual orientation and gender identity (Human Rights Campaign, 2014). In addition, three states have employment laws in place regarding discrimination based only on sexual orientation (Human Rights Campaign, 2014). The Employment Nondiscrimination Act of 2009 (ENDA), which passed the Senate amended in 2013 but stalled in the House, would prohibit discrimination based on sexual orientation and gender identity at the federal level (CRS, 2014). Employment protections and inclusion of LGBT individuals may be still advancing ahead of legislation, as discussed next.

The Human Rights Campaign Foundation's Corporate Equality Index (CEI) provides scores for organizations based on LGBT related policies and practices (Human Rights Campaign, 2013). The 2015 CEI shows that 366 major organizations earned the highest score of 100%, compared to only 13 in the year 2002 (Human Rights Campaign, 2013). In comparison to previous years, this indicates that organizations are progressing

in implementing policies and practices that support LGBT equality in employment. Further, 91% of Fortune 500 companies have implemented policies that include sexual orientation, and 61% include gender identity (Human Rights Campaign, 2013). Progress in employment protections and inclusion of LGBT individuals is apparent and ahead of federal legislation. Also, Executive Order 11478 signed by President Obama in 2014 now prohibits LGBT discrimination in federal employment and by federal contractors and subcontractors (The White House, 2014). After formally ruling in *Macy v. Department of Justice*, the Equal Employment Opportunity Commission's current stand is that discrimination based on gender identity violates Title VII of the Civil Rights Act of 1964 (EEOC). They are now accepting charges of such discrimination.

The current research will focus on homosexual females. In this case, both sexual orientation and gender may have implications for employment practices. Although legal protections are in place for women (Civil Rights Act of 1964), unique employment challenges such as the wage gap are present. Women earn less than men (Hess, 2012; Kim, 2013; Sayers, 2012) and discrimination may contribute (Lips, 2013; Tharenou, 2013). In 2012, women earned about 81% of what men earned (U.S. Bureau of Labor Statistics, 2013). Further, when examining corporate directors, corporate boards, and CEOs, it was found that women were underrepresented (Gladman & Lamb, 2013). Regarding hiring, Fine (2010) found that when résumés were identical except for the sex of the applicant, males were rated more favorably than females.

Multiple group membership, e.g., gender and sexual orientation minorities, has received minimal focus (Ragins, Cornwell, & Miller, 2003). "Homosexual females

experience a double (for women of color, triple) minority status in the workplace and thus are subject to increased discrimination based on their multiple identities” (Garnets & Kimmel, quoted in Fassinger, 1995, p.154). According to Gedro (2006), challenges include, among others, learning to navigate heterosexism, homophobia, and sexism in an organization.

Employment advantages for homosexual females have also been addressed. Baumle (2009) found what was referred to as a motherhood advantage, experienced by homosexual females, that increases their wages by about 20%. The motherhood advantage is considered such, in this case, because research indicates that being a mother may have undesirable implications for wages and employment opportunities (Baumle, 2009). Additional advantages for homosexual females may be related to perceptions of raising children, and to being financially independent and therefore planning and investing in their careers. Differing gender roles or qualities of homosexual and heterosexual females may also contribute to employment advantages realized by homosexual females. Fassinger (1996) indicated that more nontraditional, androgynous gender roles exist in homosexual females compared to heterosexual females. Friskopp and Silverstein (1995) described perceptions of homosexual females as aggressive, nonemotional, tough, and reliable, which they specify are qualities needed in management. Before discussing leadership issues for homosexual women, the more general topic of leadership will be discussed.

## **Leadership**

Leadership may be defined as “a process that includes influencing the task objectives and strategies of an organization, influencing the people in an organization to implement the strategies and achieve the objectives, influencing the group maintenance and identification, and influencing the culture of the organization” (Yukl & Van Fleet, 1992, p.149). From this definition, the importance of leadership effectiveness to organizational success is apparent. Consequently, research regarding leadership is abundant. For example, a quick search using the library’s search engine provided 384,808 citations for scholarly journal articles between the years of 1866-2015.

Researchers have taken different approaches to the study of leadership. The trait approach (Foti & Rueb, 1990; Yukl & Van Fleet, 1992; Zaccaro, 2007; Zaccaro, Foti, & Kenney, 1991), behavioral approach (Fleishman, Harris, & Burt, 1955; Likert, 1961; Blake & Mouton, 1964; Judge, Piccolo, & Ilies, 2004), and contingency approach (Fiedler, 1967; House, 1971; House & Mitchell, 1974; Vroom & Jago, 1988, 2007; Vroom & Yetton, 1973) are examples of leadership approaches. For the purposes of my research, the trait approach will be the focus.

**Leadership traits.** The trait approach states that effective and ineffective leaders possess different traits (Jex & Britt, 2008). Gender is an example of a trait investigated early on by researchers using this approach. However, using traits to predict leader effectiveness was, initially, unsuccessful (Jex & Britt, 2008). Later research (Kemp, Zaccaro, Jordan, & Flippo, 2004; Yukl & Van Fleet, 1992; Zaccaro, 2007) found that

some personality traits and cognitive abilities (e.g., stress tolerance and self-confidence, and combinations of traits) were related to leader effectiveness.

In the past, traits thought to be important for effective leadership included those viewed as masculine attributes, e.g., confident, task-oriented, competitive, objective, decisive, assertive (Schein, 1975; Stodgill, 1974). However, traits that are thought to be more feminine are also required for effective leadership, e.g., supporting, developing, empowering (Yukl, 2010). One goal of the present research is to investigate whether heterosexual and homosexual female leaders are perceived as having similar or differing traits, and more specifically, are homosexual female leaders perceived as having more masculine traits while heterosexual female leaders are perceived as having traits that are considered more feminine.

Research supports that, generally, homosexual women are more masculine than heterosexual women according to bipolar masculinity-femininity scales (Haslam, 1997; Lippa, 2005; Pillard, 1991). It has been found that homosexuals and heterosexuals may differ on masculine instrumentality (I) and feminine expressiveness (E) as well. (Lippa, 2000, 2005; Pillard, 1991). Lippa (2005) reported that research began to address masculinity in terms of instrumental or agentic traits, e.g., dominance, independence, and assertiveness; and femininity in terms of expressive or communal traits, e.g., nurturance, compassion, and interpersonal sensitivity. Pillard (1991) found that homosexual females score as high on expressiveness as their heterosexual female counterparts, but higher on instrumentality.

The Big Five personality traits also show differences between sexes (Costa, Terracciano, & McCrae, 2001; Feingold, 1994; Lippa, 2005b; Moffit, Caspi, Rutter, & Silva, 2001). Lippa (2005) notes that because the traits addressed by the masculinity and femininity model, e.g., instrumentality and expressiveness, overlap with multiple Big Five traits and facets, the research between the two is related. An example using the Big Five is that homosexual females scored higher than heterosexual females did on openness to experience, and lower than heterosexual females on neuroticism (Lippa, 2005). Lippa (2005) found a large and significant correlation supporting that, in females, heterosexual-homosexual differences in personality seemed to reflect sex differences in personality.

Research regarding trait differences between heterosexual and homosexual females has been conducted for some time. Homosexual females are more dominant, independent, and tough-minded than heterosexual females according to self-report measures (Hassell & Smith, 1975; Hopkins, 1969; Wilson & Greene, 1971). Hopkins (1969) further found that homosexual females were more resilient, reserved, bohemian, self-sufficient and composed than heterosexual females by using the 16 Personality Factor assessment. A more recent study supported that homosexual females were still viewed as having more masculine traits than their heterosexual counterparts (Blashill & Powlishta, 2009).

The current research will investigate whether perceived personality trait differences of homosexual and heterosexual female leaders are aligned with prior research. If alignment is present, and homosexual females possess traits generally thought of as masculine, it is of interest whether homosexual females will be perceived as more

effective leaders than their heterosexual counterparts will. Role expectations, described later, may provide an alternate case. For example, if homosexual females are perceived as possessing or displaying masculine traits, they may be evaluated less positively because of misalignment with role expectations (Eagly, Makhijani, & Klonsky, 1992).

**Implicit leadership.** Implicit leadership theories (ILTs) are the ideas of followers that help them differentiate between individuals who are leaders and those who are not (Shondrick, Dinh, & Lord, 2010). Similar to what cognitive psychology refers to as schemas; ILTs are general ideas, beliefs, or representations that individuals use to distinguish a leader (Shondrick et al., 2010). A less desirable aspect of ILTs is that traits or behaviors may be associated with a particular leader, even when the leader did not demonstrate those traits or behaviors (Lord, Foti, & De Vader, 1984). This is a result of ideas, beliefs, and representations held by the followers regarding the traits and behaviors associated with a leader.

Lord et al. (1984) suggested that individuals might have multiple representations of leaders. For example, individuals may have differing beliefs about traits and behaviors of female leaders and male leaders. Culture, interactions, and context, e.g., gender or race, are factors that help individuals develop ILTs (Shondrick et al., 2010). Lord, Foti, & Phillips (1982) posit that individual categorization of a leader is based on both traits and expectations. Therefore, ILTs may differ somewhat between individuals based on expectations or the factors listed above.

Research on ILTs and prototypes of leaders is consistent with trait-based leadership (Shondrick et al., 2010). Research has investigated ILTs in relation to gender

(Heilman, Block, Martell, & Simon, 1989) and race (Rosette, Leonardelli, & Phillips, 2008), but not to sexual orientation. The current study may offer the opportunity to see if traits related to effective leadership are perceived differently based on the context of whether the leader is a heterosexual female or homosexual female. As suggested previously, perceptions and traits of homosexual females differ from those of heterosexual females, and may more readily fit individuals' ideas or representations of an effective leader. Alternately, the case may be that the ILTs provide traits that the individual expects for an effective leader to possess, and so ILTs are not influenced by the leader's sexual orientation.

**Gender.** According to Yukl (2010), women should make up about half of the individuals in chief executive positions, if sex-based discrimination was not occurring. According to Catalyst (2014), women hold only 14.6% of these positions. Yukl (2010) described beliefs that contributed to gender discrimination including implicit theories, gender stereotypes, and role expectations. Implicit theories, described above, involve the traits and skills thought to be required in order for a leader to be effective. Gender stereotypes involve thoughts about inherent differences between genders. Finally, role expectations are what individuals perceive to be appropriate behavior for each gender.

Rather than look at gender stereotypes specifically, the current research is concerned with stereotypes and/or prejudices based on sexual orientation. If heterosexual female leaders are perceived to be more effective than homosexual female leaders consistently, then prejudices based on sexual orientation may be a plausible explanation.

Although masculine traits and behaviors seem to have been preferred in the past, research shows that women who display masculine behaviors are evaluated less positively than men who display them (Eagly, Makhijani, & Klonsky, 1992). Although role expectations are not examined directly in the current research, it is of interest whether homosexual female leaders will be perceived as having more masculine traits than heterosexual female leaders, and if so, whether role expectations will lead the homosexual female leaders to be evaluated less positively.

**Sexual orientation stereotypes.** Stereotypes of homosexuals have been studied in terms of subgroups, social roles, positive stereotypes, etc. (Hegarty & Massey, 2007; Clausell & Fiske, 2005; Fingerhut & Peplau, 2006; Morrison & Bearden, 2007). Research specific to stereotypes of homosexual females may also be found (Dew, 1985; Page & Yee, 1985; Taylor, 1983; Unger, Hilderbrand, & Madar, 1982). Kite and Deaux (1987) used the gender inversion theory to describe views of homosexual women as less feminine, when compared to heterosexual females, and more likely to display typically male behaviors and habits, among others. Glick and Fiske (2001) found that homosexual females are viewed as more competent than other groups of females, but less warm.

Stereotypes pertaining to homosexuals exist, as do prejudicial attitudes (Pereira, Benedicta Monteiro, & Camino, 2009; Stefurak, Taylor, & Mehta, 2010). Stereotypes relating to competence and masculine behaviors may create positive perceptions of homosexual females in leadership positions, while overall prejudicial attitudes toward homosexuals may create negative perceptions of homosexual females in leadership roles, even when the organization is financially successful.

**Attributions and success.** Often, financial metrics are used, in part, to convey whether an organization is successful or unsuccessful. For example, if an organization realizes an increase in financial metrics over a fiscal year, success may be inferred for the organization for that fiscal year. On the other hand, if an organization realizes a decrease in financial metrics over a fiscal year, it may be inferred that the organization was unsuccessful for that fiscal year.

Whether an organization was successful or unsuccessful, attributions are made. Attributions may be internal, e.g., the leader was responsible for the outcome, or external, e.g., the outside environment was responsible for the outcome. The current research will investigate scenarios in which the organization was successful or unsuccessful, as demonstrated by financial metrics. Internal and external attributions will also be investigated. Related to the implicit leadership theory discussed above, it is expected that when the organization is successful and the attribution for success is internal, the more likely the implicit leadership theory will be demonstrated. Differences in these attributions based on whether the leader is a homosexual female or heterosexual female will be examined. Further, trait perceptions of the leader, whether a homosexual female or heterosexual female, will be analyzed.

### **Hypotheses**

Hypothesis 1: Because of prejudice, heterosexual female leaders will be perceived as more effective overall than homosexual female leaders.

Hypothesis 2: Both heterosexual and homosexual female leaders will be perceived as more effective when the organization is successful and the attribution for success is

internal than when the organization is successful and the attribution for success is external.

Hypothesis 3: Both heterosexual and homosexual female leaders will be perceived as more effective when the organization is unsuccessful and the attribution for success is external than when the organization is successful and the attribution for success is internal.

## **CHAPTER II**

### **Method**

The design chosen for this study replicated the methods of Rosette, Leonardelli, and Phillip (2008) and Smith (2012) to examine if the results could be extended to homosexual female leaders. This study examined the perceived traits of both homosexual and heterosexual female leaders, to determine whether participants perceived differential traits between them. If differential traits were perceived, it was of interest the circumstances in which these differing trait perceptions appeared.

### **Participants**

Adult participants were recruited using a variety of techniques resulting in a total of 151 participants. Sixty-one volunteer participants were recruited from courses (not via the department research pool) for course extra credit. Sixteen participants were also recruited via social media and seventy-four from Mechanical Turk. Participants who volunteered for the study gained access by using the appropriate survey link.

Three participants who provided two or more incorrect answers to validity items were excluded from the study (for more information please see the “Validity Checks” section below). Fifteen participants were excluded due to missing two out of three items in additional manipulation checks (for more information please see the “Manipulation Checks” section below). Additionally, five participants were excluded for response patterns that resulted in no variability in the data. The valid sample consisted of 128 participants, sufficient for the statistical analyses described below according to G\*Power software.

Demographics including gender, age, and ethnicity were collected from participants. The demographic breakdown of participant sex was: 37.5% male and 62.5% female. Of the participants, 7.0% were between the ages of 18 and 20, 26.6% were between the ages of 21 and 23, 14.8% were between the ages of 24 and 26, 15.6% were between the ages of 27 and 29, and 35.9% were 30 years or above. Participants reported ethnicity as 12.5% African American, 8.6% Asian, 73.4% Caucasian, 1.6% Latino / Hispanic, 0.8% Native American, and 3.1% identified as Other.

### **Study Design**

The study was comprised of a 2 (organizational performance: successful, unsuccessful) X 2 (organizational performance attribution: internal, external) X 2 (leader sexual orientation: heterosexual, homosexual) between-subjects factorial design, similar to Rosette et al. (2008) and Smith (2012).

### **Procedure**

Self-report data were used for this study. An online questionnaire administered through Qualtrics.com was used. A link was sent to participants to redirect them to the online vendor website and to their condition, which was an article as described below. Participants were only permitted to participate in one condition. Each participant was randomly presented with one of the eight versions of the article.

An informed consent page was included at the beginning of the survey to explain voluntary participation and confidentiality. Demographic information was collected at the end of the survey. A written debriefing was presented last.

## **Manipulation**

Articles were designed in which the organizational performance, attribution of responsibility for the organizational performance, and the sexual orientation of the leader were manipulated. Participants were provided one of eight articles with manipulations. Each participant based on the manipulation that was received completed the questionnaires that followed it. See Appendix A and Appendix B for the articles.

**Organizational performance.** The organization was described as being successful or unsuccessful (Rosette et al., 2008). The article utilized financial earnings over the previous fiscal year to indicate whether the organization was successful or unsuccessful (Rosette et al., 2008). A visual representation was provided as a graph representing a 41% change in earnings for the organization over the previous fiscal year. The graphs displayed either an incline or decline, representing successful or unsuccessful organizational performance, respectively (Rosette et al., 2008).

**Organizational performance attributions.** A quote from a fictitious analyst was included in the article that attributed the organizational performance internally to the leader or externally to the economic environment (Rosette et al., 2008). A sentence was included to accomplish this manipulation: “Based on my evaluations, the [CEO/economic environment] should be held accountable for this [favorable/unfavorable] outcome.”

**Leader sexual orientation.** A picture and name of the female leader was associated with the articles. The photo of the leader was chosen from an online database. Identical photos were used for both the homosexual and heterosexual leaders. A sentence describing the leader indicated that she was homosexual or heterosexual, although sexual

orientation will not be explicitly stated. The sentence included to accomplish this manipulation was: “Karen and her [wife/husband] enjoy hiking, attending sporting events, and traveling.”

## **Measures**

**Leadership Effectiveness.** Smith (2012) constructed a 25-item questionnaire based on traits identified by Yukl (2010) as involved in effective leadership (see Appendix C). Participants used a 5-point Likert scale to indicate traits perceived about the leader. The internal consistency estimate of reliability of the 25-item measure was high (Cronbach’s  $\alpha = .94$ ). The participant’s ratings were summed to provide an overall leadership effectiveness score based on the traits presented. A greater score indicated that the participant perceived the leader as effective.

**EPAQ.** The Extended Personal Attributes Questionnaire (EPAQ; Spence, Helmreich, & Holahan, 1979) was utilized to assess the level of agentic, communal, and unmitigated agentic traits of the leader, as perceived by participants. The 40-item questionnaire included three subscales of socially desirable traits exhibited by both men and women (e.g., agentic, communal, and androgynous), each containing eight items (see Appendix D). It also included two subscales of undesirable traits (e.g., unmitigated agentic, and unmitigated communal). Participants used a 5-point Likert scale to indicate traits perceived about the leader. Consistent with Smith’s (2012) study, the androgynous subscale was not analyzed, and neither was the unmitigated communal subscale. Strong internal consistency was found for the unmitigated agentic subscale, Cronbach’s  $\alpha = .91$ , the agentic subscale, Cronbach’s  $\alpha = .89$ , and the communal subscale, Cronbach’s  $\alpha =$

.87. Scores were summed within the relevant subscale to give overall scores on the characteristics. Higher scores indicated that participants perceived that the leader had greater agentic traits, for example.

**ATLG-R.** The Attitudes Toward Lesbians and Gay Men Scale Revised Long Version was used (Herek, 1997). Only the items related to lesbians, rather than gay men, were of interest in this study. For this subscale, internal consistency was strong, Cronbach's  $\alpha = .86$ . This portion of the scale, consisting of 10 items on a 3-point Likert scale, was administered near the end of the study in order to indicate whether pre-existing prejudices toward lesbians influenced the results (see Appendix E).

**Marlowe-Crowne Social Desirability Scale.** The Marlowe-Crowne Social Desirability Scale was used (Crowne & Marlowe, 1960). This 33 item true or false scale was intended to indicate whether participants responded in a distorted way in order to appear more socially desirable. Examples of items include, "I have never intensely disliked anyone," "I like to gossip at times," and "I always try to practice what I preach." A strong internal consistency of Cronbach's  $\alpha = .83$  was found for the scale.

### **Manipulation Checks**

To be sure that the participants understood the organizational performance and attribution to the leader or environment, three items were presented. The items, serving as manipulation checks, were completed without referring to the article. To ensure that participants realized the sexual orientation of the leader, one item included was: "The article that you just read had a photo of the CEO, Karen, and reported that she and her \_ enjoy hiking, attending sporting events, and traveling." The response options were,

“Wife, Husband, Dog, and Best friend.” The next item was intended to check an understanding of organizational performance: “The article that you just read reported that the Company had \_.” The response options were, “Gains of 41.3%, Losses of 41.3%, and No change in financial status.” Finally, an understanding of attribution of organizational performance was checked by the item: “The article that you just read reported that the \_ was responsible for the financial outcome for the Company.” The response options were, “The CEO’s behavior, Economic environment, Price of gold, and Price of oil.” If participants provided correct responses to at least two of the above items, it was taken that they had an appropriate understanding of the article and manipulations when completing the questionnaires, and were included in the analyses.

### **Validity Checks**

Three items were incorporated in the study to serve as validity checks to ensure the integrity of the data. The items were, for example, “For quality assurance, please answer [ ]”. If participants provided correct responses to at least two of the items, they were included in the analyses.

## CHAPTER III

### Results

Descriptive statistics, internal consistency estimates, and intercorrelations were found for the Leadership Effectiveness Questionnaire, subscales of the Extended Version of the Personal Attributes Questionnaire, the relevant portion of The Attitudes toward Lesbians and Gay Men Scale Revised Long Version, and the Marlowe-Crowne Social Desirability Scale. Refer to Table 1 and Table 2 for the results. Missing data were estimated using expectation maximization for the Leadership Effectiveness scale because summing the twenty-five items resulted in a larger amount of missing data than was the case for other scales.

Table 1

*Means and Standard Deviations of Scores on Leadership Effectiveness, Attitudes toward Lesbians Subscale, Marlowe-Crowne Social Desirability Scale, and Subscales of Extended Personality Attributes Questionnaire*

Measure	<i>M</i>	<i>SD</i>	Min	Max	Items
1. Leadership Effectiveness	91.54	16.76	39.25	123.00	25
2. Attitudes toward Lesbians Subscale	25.42	3.52	14.00	30.00	10
3. Marlowe-Crowne Social Desirability Scale	16.26	5.93	1.00	29.00	33
4. EPAQ Agency Subscale	30.44	6.18	12.00	40.00	8
5. EPAQ Communal Subscale	25.85	5.37	9.00	40.00	8
6. EPAQ Unmitigated Agency Subscale	23.40	5.98	8.00	40.00	8

*Note.* Possible minimums and maximum scores for the respective scales are as follows: Leadership Effectiveness (25, 125); Attitudes toward Lesbians Subscale (10, 30); Marlowe-Crowne Social Desirability Scale (0, 33); EPAQ Subscales (8, 40).

Table 2

*Intercorrelations and Coefficient Alphas for Scores on Leadership Effectiveness, Attitudes toward Lesbians Subscale, Marlowe-Crowne Social Desirability Scale, and Subscales of Extended Personality Attributes Questionnaire*

Measure	1	2	3	4	5	6
1. Leadership Effectiveness	<b>0.94</b>					
2. Attitudes toward Lesbians Subscale	0.06	<b>0.86</b>				
3. Marlowe-Crowne Social Desirability Scale	0.04	-0.20*	<b>0.83</b>			
4. EPAQ Agency Subscale	.59**	0.08	-0.13	<b>0.89</b>		
5. EPAQ Communal Subscale	.52**	0.03	0.11	.43**	<b>0.87</b>	
6. EPAQ Unmitigated Agency Subscale	-.53**	0.07	-0.13	-0.18	-.41**	<b>0.91</b>

\*\* $p < 0.01$ , \* $p < 0.05$ . Coefficient alphas are indicated by boldface along the diagonal.

Leadership Effectiveness and subscales of the Extended Version of the Personal Attributes Questionnaire were separately analyzed by 2 X 2 X 2 (Organizational Performance X Performance Attribution X Leader Orientation) three-way, between subjects analysis of variance. A portion of The Attitudes toward Lesbians and Gay Men Scale Revised Long Version and the Marlowe-Crowne Social Desirability Scale were analyzed using correlations and descriptive statistics for prejudices or the inclination to respond in a socially desirable way, respectively.

### **Leadership Effectiveness**

Leadership Effectiveness scores were analyzed to test if heterosexual female leaders were perceived as more effective overall than homosexual female leaders. Further, the scores were analyzed to test if leaders were perceived as more effective when the organization was successful and the attribution for success was internal rather than

external, and whether leaders were perceived as more effective when the organization was unsuccessful and the attribution for success was external rather than internal. A three-way ANOVA indicated no significant interactions but did reveal a main effect for organizational performance,  $F(1, 120) = 29.51, p < .001, \eta^2 = .197$ . Perceptions of leadership effectiveness were higher when the organization was successful ( $M = 98.66, SE = 1.46$ ) than when the organization was unsuccessful ( $M = 83.46, SE = 2.29$ ). Because no interactions or main effects for sexual orientation or performance attribution were found, hypotheses 1, 2, and 3 were not supported.

Table 3

*Analysis of Variance for Leadership Effectiveness*

Source	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>p</i>
Leader Orientation	1	263.16	263.16	1.15	.285
Organizational Performance	1	6742.80	6742.80	29.51	0.00*
Performance Attribution	1	183.65	183.65	0.80	.372
Leader Orientation * Organizational Performance	1	18.03	18.03	0.08	.779
Leader Orientation * Performance Attribution	1	13.02	13.02	0.06	.812
Organizational Performance * Performance Attribution	1	95.83	95.83	0.42	.519
Leader Orientation * Organizational Performance * Performance Attribution	1	247.89	247.89	1.09	.300
Error	120	24423.67	288.53		
Total	128	1108235.50			

\* $p < .01$   $R^2 = .29$  (Adjusted  $R^2 = .21$ )

## EPAQ

The subscales of agency, communal, and unmitigated agency were analyzed to explore whether trait perceptions differed between heterosexual and homosexual leaders. Consistent with other research, the androgynous subscale was not analyzed.

For the agency subscale, no significant main effects or interactions were present. However, for the communal subscale, main effects were found for both organizational performance and attribution,  $F(1, 114) = 12.95, p < .001, \eta^2 = .102$  and  $F(1, 114) = 5.04, p = .027, \eta^2 = .042$  respectively. When the organization was successful, leaders were perceived as having greater communal traits than when the organization was unsuccessful, ( $M = 27.48, SE = 0.53; M = 24.05, SE = 0.78$ ). Further, when organizational performance was attributed to the environment, perceptions of traits relating to communal were greater than when attribution was to the leader, ( $M = 26.90, SE = 0.69; M = 24.80, SE = 0.66$ ). Refer to Table 4 for the results.

Table 4

*Analysis of Variance for Communal Traits*

Source	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>p</i>
Leader Orientation	1	41.12	41.12	1.60	.208
Organizational Performance	1	332.46	332.46	12.95	.000**
Performance Attribution	1	129.48	129.48	5.04	.027*
Leader Orientation * Organizational Performance	1	4.22	4.22	0.16	.686
Orientation * Performance Attribution	1	4.22	4.22	0.16	.686
Organizational Performance * Performance Attribution	1	1.00	1.00	0.04	.844
Orientation * Organizational Performance * Performance Attribution	1	37.88	37.88	1.48	.227
Error	114	2926.94	25.67		
Total	122	85030.00			

\*\* $p < 0.01$ , \* $p < 0.05$   $R^2 = .16$  (Adjusted  $R^2 = .11$ )

Consistent with Smith's (2012) research, the unmitigated agency subscale was analyzed for differences in perceptions of unfavorable traits. A main effect was found for attribution,  $F(1, 115) = 6.66$ ,  $p = .011$ ,  $\eta^2 = .055$ . It was indicated that when organizational performance was attributed to the leader, unmitigated agency traits were perceived to a greater extent than when organizational performance was attributed to the environment, ( $M = 24.71$ ,  $SE = 0.75$ ;  $M = 22.07$ ,  $SE = 0.75$ ). Table 5 includes the results of the analysis.

Table 5

*Analysis of Variance for Unmitigated Agency Traits*

Source	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>p</i>
Leader Orientation	1	34.03	34.03	1.02	.315
Organizational Performance	1	67.83	67.83	2.03	.157
Performance Attribution	1	222.58	222.58	6.66	.011*
Leader Orientation * Organizational Performance	1	8.55	8.55	0.26	.614
Leader Orientation * Performance Attribution	1	4.99	4.99	0.15	.700
Organizational Performance * Performance Attribution	1	64.97	64.97	1.94	.166
Orientation * Organizational Performance * Performance Attribution	1	131.03	131.03	3.92	.050
Error	115	3842.23	33.41		
Total	123	71698.00			

\*\* $p < 0.01$ , \* $p < 0.05$   $R^2 = .12$  (Adjusted  $R^2 = .07$ )

**Attitudes toward Lesbians**

It was hypothesized that heterosexual female leaders would be perceived as more effective than homosexual female leaders. Although this hypothesis was not supported in the analyses, the portion of the Attitudes toward Lesbians and Gay Men Scale related to lesbians was used to investigate whether prejudice was found. On this subscale, a score of 30 was possible, indicating positive attitudes toward lesbians. Analysis showed that attitudes toward lesbians were generally positive, ( $M = 25.42$ ,  $SE = 0.32$ ,  $SD = 3.52$ ). To explore whether participants responded in a socially desirable way, the Marlowe–Crowne Social Desirability Scale was used. It was found that 30.8% of participants scored in the high range, which is a sign that they may have been concerned with social approval. Interestingly, a significant negative correlation was found between the Attitudes toward

Lesbians subscale and the Marlowe-Crowne Social Desirability Scale indicating that higher social desirability was related to greater negative attitudes toward lesbians  $r(119) = -.20, p < .05$ .

## CHAPTER IV

### Discussion

Trait theory, implicit leadership theory, and differing traits between heterosexual and homosexual female leaders may affect perceptions of leadership effectiveness. Additionally, role expectations suggest that individuals whose roles do not align with their gender may be perceived less favorably. Finally, prejudices against homosexuals may affect perceptions of leadership effectiveness regardless of organizational performance or performance attribution. This study examined whether differences in leadership effectiveness are present based on leader orientation, and under what conditions that may arise.

The current study found that attitudes toward homosexual females were generally positive, indicating that prejudice may not be present. Attitudes toward homosexuals seem to be improving (Jonathan, 2008; Saad, 2012). However, a negative correlation between the Attitudes toward Lesbians subscale and Marlowe-Crowne Social Desirability scale suggested that responses indicating greater social desirability were associated with more negative attitudes toward lesbians. A scatter plot revealed a possible slight curvilinear relationship between these scales. Further investigation specific to social desirability and attitudes would be interesting. When accounting for leader orientation, organizational performance and performance attribution, a significant difference in leadership effectiveness perceptions was found only for organizational performance. That is, leaders were perceived as more effective when the organization was successful than when the organization was unsuccessful, regardless of sexual orientation.

Consistent with Smith's (2012) research, this study shows that performance of the organization is related to the perceptions of effectiveness of the leader, whether the attribution of success is to the leader or the environment. As Smith described, this may be because of a halo effect (Nesbitt & Wilson, 1977). In terms of this effect, the evaluation of the organization as a whole may influence the evaluation of the characteristics of the leader. A further example of the possibility of a halo effect may be found below, in that when the organization was successful, leaders were perceived as having greater positive communal traits than when the organization was unsuccessful, not considering the performance attribution. However, when organizational performance was attributed to the environment, perceptions of traits relating to communal were greater than when attributed to the leader, regardless of whether the organization was successful or unsuccessful. In contrast, concerning unmitigated agency traits, the opposite was found. When organizational performance was attributed to the leader, unmitigated agency traits were perceived to a greater extent than when organizational performance was attributed to the environment. This indicated that when performance is attributed to the leader, more negative trait perceptions arise, regardless of organizational performance.

In examining trait perceptions, significant differences were found regarding both organizational performance and performance attribution, but not leader orientation. This suggests that differing traits between heterosexual and homosexual female leaders as described previously (Lippa, 2000, 2005; Pillard, 1991) did not have strong implications in this particular study. However, the trait approach to leadership may be a plausible explanation, in that effective and ineffective leaders, as concluded by organizational

performance, were perceived to possess different traits (Jex & Britt, 2008), although these differences appeared as communal traits, rather than masculine or agentic traits described as important in the past (Schein, 1975; Stodgill, 1974). A more likely explanation is that ILTs provided the traits that participants expected an effective leader to possess, and the ILTs were not influenced by the leader's sexual orientation.

Overall, there were no significant main effects for leader orientation when examining leadership effectiveness or traits. Perceptions of homosexual female leaders in the workplace seem to be based on the organization's performance rather than on the sexual orientation of the leader. Next, the potential for additional research is discussed.

There is little research on homosexual female leaders in organizational settings. Additional research regarding perceived traits of homosexual female leaders and additional conditions under which they may arise would be beneficial. A stronger manipulation of sexual orientation is another consideration for future research. Unlike Smith's (2008) research, sexual orientation is a salient characteristic in comparison to race. Further, it would be interesting to expand the current study to include heterosexual and homosexual male leaders, particularly to explore if main effects may be found for males on the agency subscale.

Many of the participants in the current study were recruited from college courses. It may be helpful to limit the study to adults who work or have worked in organizational settings. A broad sample, particularly of those with experience in organizational settings or with diverse leaders would be beneficial. Finally, a larger and more regionally diverse sample in order to include more participants from different regions across the United

States would be appealing. Regional differences because of either attitudes or laws were found in a previous study regarding homosexual males (Tilcsik, 2011).

### **Conclusion**

Leader sexual orientation did not seem to influence the leadership effectiveness perceptions as expected. In fact, prejudice was not supported in the study, possibly because of improvement of attitudes toward homosexuals. Salience of sexual orientation in female leaders or perceived unimportance of sexual orientation as a factor of leader effectiveness may have contributed to this finding. This is important in that homosexual females may be comfortable with their orientation in the workplace, without the apprehension that it may impact others' perceptions of their effectiveness. This is a positive finding, and demonstrates that the focus should be on organizational performance, since that is the variable that influences perceptions of effectiveness.

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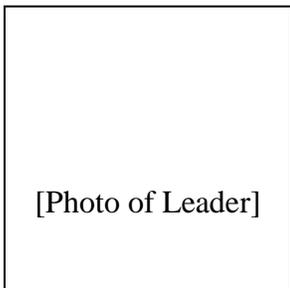
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**APPENDICES**

**APPENDIX A**

**Positive Organizational Performance Manipulation Article**



[Photo of Leader]

Karen and her [wife/husband] enjoy hiking, attending sporting events, and traveling.

**Taking a Closer Look at [Company’s] Financial Standing**

When evaluating the recent events in the [Company] financials, where does the responsibility lie?

*“Based on my evaluations, the [CEO/economic environment] is responsible for this favorable outcome.”*

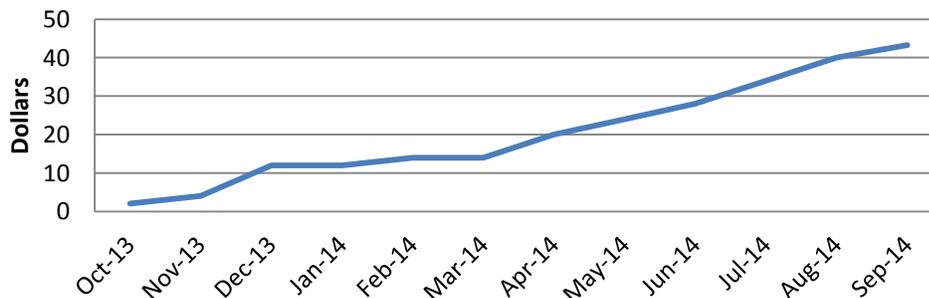
UNITED STATES – There have been some serious changes since the new chief executive officer of [Company] arrived just one year ago. Karen took over the position of CEO last September. Since her tenure began, the financial standing of [Company] has trended positively.

When Karen was brought on as the new CEO, the organization was looking for a leader to help the company to navigate the unstable economic environment and other impending challenges it was facing. As of September 2014, the end of the fiscal year, the organization reported gains of 41.3% over the last year (see below diagrams).

According to Robert Williams, chief financial analyst at Johnson’s Securities, “[Company’s] recent success can only be attributed to one thing. The behavior of the [CEO/market] is responsible for these results, not the performance of the [CEO/market]. Based on my evaluations, the [CEO/economic environment] should be held accountable for this favorable outcome.”

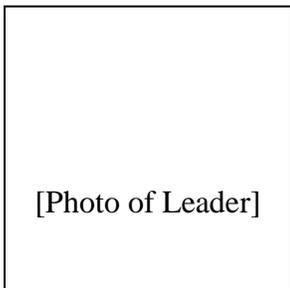
*Continued on page 13.*

**Earnings per Share 2014 Fiscal Year**



**APPENDIX B**

**Negative Organizational Performance Manipulation Article**



Karen and her [wife/husband] enjoy hiking, attending sporting events, and traveling.

**Taking a Closer Look at [Company’s] Financial Standing**

When evaluating the recent events in the [Company] financials, where does the responsibility lie?

*“Based on my evaluations, the [CEO/economic environment] is responsible for this unfavorable outcome.”*

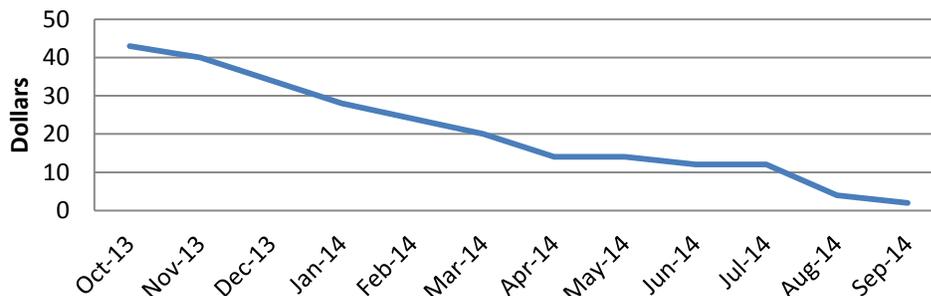
UNITED STATES – There have been some serious changes since the new chief executive officer of [Company] arrived just one year ago. Karen took over the position of CEO last September. Since her tenure began, the financial standing of [Company] has trended negatively.

When Karen was brought on as the new CEO, the organization was looking for a leader to help the company to navigate the unstable economic environment and other impending challenges it was facing. As of September 2014, the end of the fiscal year, the organization reported losses of 41.3% over the last year (see below diagrams).

According to Robert Williams, chief financial analyst at Johnson’s Securities, “[Company’s] recent failure can only be attributed to one thing. The behavior of the [CEO/market] is responsible for these results, not the performance of the [CEO/market]. Based on my evaluations, the [CEO/economic environment] should be held accountable for this unfavorable outcome.”

*Continued on page 13.*

**Earnings per Share 2014 Fiscal Year**



## APPENDIX C

### Leadership Effectiveness Questionnaire

#### Perception of CEO Traits

For each item considered independently, please indicate to what extent it is likely that the leader exhibits the trait.

ITEMS	No Extent	Small Extent	Moderate Extent	Great Extent	Very Great Extent	Don't Know
To what extent is it likely that the leader exhibits:						
High energy level	1	2	3	4	5	DK
High stress tolerance	1	2	3	4	5	DK
Self-confidence	1	2	3	4	5	DK
Belief that she controls outcomes	1	2	3	4	5	DK
Advanced planning to achieve objectives	1	2	3	4	5	DK
Awareness of strengths and weaknesses	1	2	3	4	5	DK
Self-centered	1	2	3	4	5	DK
Lack of self-control	1	2	3	4	5	DK
Defensiveness	1	2	3	4	5	DK
Cooperativeness	1	2	3	4	5	DK
Honesty	1	2	3	4	5	DK
Ethical Integrity	1	2	3	4	5	DK
Trustworthiness	1	2	3	4	5	DK
Develops creative solutions	1	2	3	4	5	DK
Uses intuition effectively	1	2	3	4	5	DK
Willing to take advice	1	2	3	4	5	DK
Manipulative	1	2	3	4	5	DK
Egotistic	1	2	3	4	5	DK
Develops action plans	1	2	3	4	5	DK
Sets achievable goals	1	2	3	4	5	DK
Efficient work organization	1	2	3	4	5	DK
Lacks accountability	1	2	3	4	5	DK
Conflict avoidant	1	2	3	4	5	DK
Rewards effective performance	1	2	3	4	5	DK
Shows favoritism	1	2	3	4	5	DK

Smith (2012)

## APPENDIX D

### Extended Version of the Personal Attributes Questionnaire

**Instructions:** The items below represent differing degrees of characteristics. Each item consists of a pair of characteristics with the letters A through E between. You are to choose the letter that you feel best describes where the leader falls on the scale.

Not at all aggressive	A	B	C	D	E	Very aggressive
Not at all independent	A	B	C	D	E	Very independent
Not at all emotional	A	B	C	D	E	Very emotional
Very submissive	A	B	C	D	E	Very dominant
Not at all excitable in any major crisis	A	B	C	D	E	Very excitable in any major crisis
Very passive	A	B	C	D	E	Very active
Not at all able to devote self completely to others	A	B	C	D	E	Able to devote self completely to others
Very rough	A	B	C	D	E	Very gentle
Not at all helpful to others	A	B	C	D	E	Very helpful to others
Not at all competitive	A	B	C	D	E	Very competitive
Very home oriented	A	B	C	D	E	Very worldly
Not at all kind	A	B	C	D	E	Very kind
Indifferent to others' approval	A	B	C	D	E	Highly needful of others' approval
Feelings not easily hurt	A	B	C	D	E	Feelings easily hurt
Not at all aware of feelings of others	A	B	C	D	E	Very aware of feelings of others
Can make decisions easily	A	B	C	D	E	Has difficulty making decisions
Gives up very easily	A	B	C	D	E	Never gives up easily
Never cries	A	B	C	D	E	Cries very easily
Not at all self-confident	A	B	C	D	E	Very self-confident
Not at all hostile	A	B	C	D	E	Very hostile
Feels very inferior	A	B	C	D	E	Feels very superior
Not at all understanding of others	A	B	C	D	E	Very understanding of others
Very cold in relations with others	A	B	C	D	E	Very warm in relations with others
Very little need for security	A	B	C	D	E	Very strong need for security
Goes to pieces under pressure	A	B	C	D	E	Stands up well under pressure
Not at all arrogant	A	B	C	D	E	Very arrogant
Not at all boastful	A	B	C	D	E	Very boastful
Not at all egotistical	A	B	C	D	E	Very egotistical
Not at all greedy	A	B	C	D	E	Very greedy
Not at all dictatorial	A	B	C	D	E	Very dictatorial
Not at all cynical	A	B	C	D	E	Very cynical
Looks out only for self	A	B	C	D	E	Looks out for others
Not at all spineless	A	B	C	D	E	Very spineless

Not at all servile	A	B	C	D	E	Very servile
Not at all gullible	A	B	C	D	E	Very gullible
Never subordinates self to others	A	B	C	D	E	Always subordinates self to others
Never complains	A	B	C	D	E	Always complains
Not at all fussy	A	B	C	D	E	Very fussy
Never nags	A	B	C	D	E	Always nags

Items taken from Spence et al.'s (1979) Extended Version of the Personal Attributes Questionnaire

#### Reference

Spence, J. T., Helmreich, R. L., & Holahan, C. K. (1979) Negative and positive components of psychological masculinity and femininity and their relationships to self-reports of neurotic and acting out behaviors. *Journal of Personality and Social Psychology*, 37, 1673-1682. doi: 10.1037/0022-3514.37.10.1673

#### Subscales

##### Agency

Independent

Active

Competitive

Can make decisions easily

Never gives up

Very self-confident

Feels very superior

Stands up well under pressure

##### Communal

Emotional

Easy to devote self to others

Gentle

Helpful

Kind

Aware of others' feelings

Understanding

Warm

##### Unmitigated Agency

Arrogant

Boastful

Egotistical

Greedy

Dictatorial

Cynical

Hostile

Looks out for self

## APPENDIX E

### The Attitudes Toward Lesbians and Gay Men Scale Revised Long Version

**Instructions:** Please choose Agree, Undecided, or Disagree for the following items.

#### ATTITUDES TOWARD LESBIANS (ATL-R) SUBSCALE

1. Lesbians just can't fit into our society.
2. A woman's homosexuality should not be a cause for job discrimination in any situation. (Reverse-scored)
3. Female homosexuality is bad for society because it breaks down the natural divisions between the sexes.
4. State laws against private sexual behavior between consenting adult women should be abolished. (Reverse-scored)
5. Female homosexuality is a sin.
6. The growing number of lesbians indicates a decline in American morals.
7. Female homosexuality in itself is no problem unless society makes it a problem. (Reverse-scored)
8. Female homosexuality is a threat to many of our basic social institutions.
9. Female homosexuality is an inferior form of sexuality.
10. Lesbians are sick.

#### ATTITUDES TOWARD GAY MEN (ATG-R) SUBSCALE

11. Male homosexual couples should be allowed to adopt children the same as heterosexual couples. (Reverse-scored)
12. I think male homosexuals are disgusting.
13. Male homosexuals should not be allowed to teach school.
14. Male homosexuality is a perversion.
15. Male homosexuality is a natural expression of sexuality in men. (Reverse-scored)
16. If a man has homosexual feelings, he should do everything he can to overcome them.
17. I would not be too upset if I learned that my son were a homosexual. (Reverse-scored)
18. Sex between two men is just plain wrong.
19. The idea of male homosexual marriages seems ridiculous to me.
20. Male homosexuality is merely a different kind of lifestyle that should not be condemned. (Reverse-scored)

Herek, G.M. (1997). The attitudes toward lesbians and gay men (ATLG) scale. In C.M. Davis, W.H. Yarber, R. Bauserman, G. Schreer, & S.L. Davis (Eds.), *Sexuality-related measures: A compendium*. Thousand Oaks, CA: Sage Publications.

**APPENDIX F****Demographics**

For the following items, please choose the response that best describes you.

1) Gender:

- Male
- Female

2) Age:

- 18-20
- 21-23
- 24-26
- 27-29
- 30 or above

3) Ethnicity:

- African American
- Asian
- Caucasian
- Latino / Hispanic
- Native American
- Other

4) Major area of study: \_\_\_\_\_

5) Year in College:

- Freshman
- Sophomore
- Junior
- Senior

6) How many homosexual females do you know?

- None
- 1-5
- 4-6
- 7-9
- 10 or more

7) How many close friends do you have that identify as homosexual females?

- None
- 1-5
- 4-6
- 7-9
- 10 or more

## APPENDIX G

### Manipulation Checks

1. The article that you just read had a photo of the CEO, Karen, and reported that she and her \_ enjoy hiking, attending sporting events, and traveling.
  - a. Wife
  - b. Husband
  - c. Dog
  - d. Best friend
2. The article that you just read reported that the Company had \_.
  - a. Gains of 41.3%
  - b. Losses of 41.3%
  - c. No change in financial status
3. The article that you just read reported that the \_ was responsible for the financial outcome for the Company.
  - a. The CEO's behavior
  - b. Economic environment
  - c. Price of gold
  - d. Price of oil

## **APPENDIX H**

### **Permissions**

#### **The Revised Attitudes toward Lesbians and Gay Men Scale (ATLG-R)**

Copyright 1987, 1988, 1994 by Gregory M. Herek. All rights reserved. Permission to duplicate these items for not-for-profit, scientific research is hereby granted to doctoral-level social and behavioral scientists and to students and researchers under their supervision, provided that such research conforms to the American Psychological Association's Ethical Principles of Psychologists.

#### **Replications of Smith's (2012) Methods**

Hi Kara,

Your study sounds interesting. Please feel free to use and/or modify my methods sections and any of the materials used and included in the appendix section. I would love to know your findings once you have completed the study.

Good luck!

Brittany Smith

**APPENDIX I: Middle Tennessee State University Institution Review Board  
Approval Letter**



4/13/2015

Investigator(s): Kara Iaine and Richard G. Moffett  
Department: Psychology  
Investigator(s) Email Address: kel2r@mtmail.mtsu.edu

Protocol Title: Differences in perceptions of homosexual female leaders in relation to heterosexual female leaders

Protocol Number: #15-280

Dear Investigator(s),

Your study has been designated to be exempt. The exemption is pursuant to 45 CFR 46.101(b)(2) Educational Tests, Surveys, Interviews, or Observations.

We will contact you annually on the status of your project. If it is completed, we will close it out of our system. You do not need to complete a progress report and you will not need to complete a final report. It is important to note that your study is approved for the life of the project and does not have an expiration date.

The following changes must be reported to the Office of Compliance before they are initiated:

- Adding new subject population
- Adding a new investigator
- Adding new procedures (e.g., new survey; new questions to your survey)
- A change in funding source
- Any change that makes the study no longer eligible for exemption.

The following changes do not need to be reported to the Office of Compliance:

- Editorial or administrative revisions to the consent or other study documents
- Increasing or decreasing the number of subjects from your proposed population

If you encounter any serious unanticipated problems to participants, or if you have any questions as you conduct your research, please do not hesitate to contact us.

Sincerely,

Lauren K. Qualls, Graduate Assistant  
Office of Compliance  
615-494-8918

MTSU Compliance Office  
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1301 E. Main St.  
Murfreesboro, TN 37129

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