

# **Diverse Management**

Leadership in the context of Gender Diversity and  
Employees' Motivation

Diep Pham

BACHELOR'S THESIS  
January 2021

International Business

## **ABSTRACT**

Tampereen ammattikorkeakoulu  
Tampere University of Applied Sciences  
International Business

DIEP PHAM:

Diverse Management: Leadership in the context of Gender Diversity and Employee's Motivation

Bachelor's thesis 91 pages, appendices 20 pages  
January 2021

---

The role of management in any business is undeniably critical and bear the direct effect on the prosperity of companies. With proper execution, it ensures the smooth coordination within an organization and can significantly improve workplace proficiency, creativity, and countless of other aspects of a company as a whole and of individual employees. So naturally, companies would seek to employ people with proficient managerial ability for administrative positions. Though whether it is by chance or some other motives, it cannot be denied that the number of men who take on these roles is overwhelming compared to that of women. Thus, the research had set out to uncover the long debated-over relationship between gender and leadership capabilities, especially in the female working population. The results strive to build comprehensive profiles of male and female leaders in professional working environment to discover whether there are meaningful differences between men and women in the context of management. And if exist, whether these dissimilarities can truly determine whose approach(es) is more efficient, especially in the aspect related to employee motivation and productivity? Or do they only further reinforce the advancement of management systems and processes due to leadership diversity? Furthermore, the research paper provides an extensive analysis on effective leadership methodologies as well as preliminary examination on gender-imbalance in management field and the perception of people on male and female leadership.

Scarcely any concrete discrepancy has been established from the analysis. In a more holistic view though, implicit patterns have emerged. On the whole, women as leaders strive for independence and high level of critical thinking among team members, while male leaders act as teachers and mentors to their employees. The Learning-by-Doing approach is often adopted by female leaders, which allows for an effective cultivation of knowledge and skills through e.g., practical/heuristic tasks and active delegation/participation. An environment in which employees are encouraged and facilitated to openly express their ideas and opinions can be expected working with female managers. Employees who work under male superiors will receive ample advice and guidance, however, are placed under a more strict and controlling environment. Men as leaders also show a distinguished level of dedication toward group affairs and the overall group performance. In terms of incentives, men highly incline toward rewards (e.g., financial benefits) and recognition while women seek most for empowerment, i.e., the feeling of being trusted and respected.

It can also be seen that female participants are more diverse in their perspectives and behaviors while most men share highly similar perceptions on various subjects. Thus, consensus tends to be reached more smoothly in male-dominated groups, while more varied ideas and initiatives can generally be expected from female colleagues.

Multiple reasons have been said to play a role in the issue of gender-imbalance in management field. In this study, it is largely agreed that gender discrimination, family responsibilities and the lack of respect for women in general and female leaders in specific are the primary factors that significantly hinder the advancement to management positions in the female working population.

---

Key words: leadership, gender, men, women, leader, transformational, transactional, democratic, authoritarian, laissez-faire, employee, motivation, productivity, characteristic, personality, gender imbalance, diversity, management, subordinate, independence, behavior, effective, group, member, relationship, guidance, mentor, technique, approach, participant.

## CONTENTS

1 INTRODUCTION.....	7
1.1 Research Question / Problem, Objectives, and Goals.....	8
1.2 Scope and limitations.....	8
2 LEADERSHIP THEORETICAL FRAMEWORK.....	10
2.1 Great Men Theory & Trait Theory.....	10
2.1.1 Great Men Theory.....	10
2.1.2 Trait Theory.....	10
2.2 Situational Theory.....	10
2.3 Transactional & Transformational Leadership.....	12
2.3.1 Transactional Leadership.....	12
2.3.2 Transformational Leadership.....	13
2.4 Lewin's Leadership Styles.....	14
2.5 Research Model and Measurements.....	16
2.5.1 Leadership Styles Tendencies.....	17
2.5.2 Behavioural Characteristics.....	18
3 RESEARCH METHODOLOGY.....	21
3.1 Data Collection Process.....	21
3.1.1 Sampling Procedure.....	21
3.1.2 Data Collection Method(s).....	22
3.2 Data Analysis Method(s):.....	22
3.2.1 Quantitative Analysis.....	22
3.2.2 Qualitative Analysis.....	22
3.3 Respondents.....	23
4 A COMPARATIVE ANALYSIS ON THE CONNECTION BETWEEN GENDER & LEADERSHIP ASPECTS.....	27
4.1 Leadership Styles.....	27
4.1.1 Transformational & Transactional Leadership styles.....	27
4.1.2 Lewin's Leadership Styles.....	31
4.2 Behavioural Characteristics.....	36
4.3 Leadership Traits.....	37
4.4 Motivation according to Leadership Styles.....	40
4.5 Gender Imbalance in Management field: Preliminary Explanations.....	42
4.6 Perceptions towards Male and Female Management.....	46
5 DISCUSSION: HOLISTIC PROFILES OF MALE AND FEMALE LEADERS.....	50
5.1 Leadership Styles in relation to other Leadership Aspects.....	51
5.1.1 Transformational and Democratic.....	53
5.1.2 Transactional.....	55



5.1.3 Laissez-faire.....	57
5.1.4 Authoritarian.....	58
5.2 Leadership Personality: Inter-correlation Relationships among Male and Female Leadership Traits.....	61
6 CONCLUSION.....	66
REFERENCES.....	68
APPENDICES.....	72
Appendix 1. Data Collection Form.....	72
Appendix 2. (Open) Question 16 – Qualitative Data Table – Female Participants.....	80
Answers.....	80
Leadership Capability.....	80
Assessment Factors.....	80
Gender Preferences.....	80
Appendix 3. (Open) Question 16 – Qualitative Data Table – Male Participants.....	85
Answers.....	85
Leadership Capability.....	85
Assessment Factors.....	85
Gender Preferences.....	85
Appendix 4. List of Countries and their respective Numbers of Participants.....	91

**GLOSSARY**

BIT	Business information technology
BCG	Boston Consulting Group
CEO	Chief executive officer
CIO	Chief information officer
COO	Chief operating officer
E.g.	Exempli gratia (for example)
F	Female
I.e.	Id est (in other words)
ICT	Information and Communication Technology
M	Male
MBTI	Myers-Briggs Type Indicator
N/A	Not available
U.K.	United Kingdom
U.S.A.	United States of America

## 1 INTRODUCTION

Gender related issues in workplace have long been one of the subjects that gather most attention, especially in the field of management. Society has certainly been developing toward a more equitable and inclusive community, with that, the roles of women have changed gradually from being (solely) family nurturers to capable working individuals. Accomplished female leaders are emerging more and more every day, and women are progressively asserting their place in a field that is still deemed male-dominant. A truly fair playground is indeed in sight and attainable, nevertheless, can only be achieved through a path paved with great endeavors to alter the very cognition of individuals and society. Several studies have been conducted with statistics that pronouncedly accentuated the problem of gender imbalance in the management world, e.g., in 2017, Rocío Lorenzo (a Partner and Managing Director at The Boston Consulting Group (BCG), based in Munich) and her team had surveyed hundreds of major companies in central and western European countries, with the data showing that out of 100 German companies, a staggering 70% have an all-male board, while the remaining 30% each possesses only one single female director. Regardless of the constitutive causes, the data was certainly baffling in this day and age.

It is a wide known believe that women are not suitable for the role of management due to some supposedly undesirable characteristics and personalities that are allegedly typically seen in them. So, what is the connection between gender and leadership styles? Does gender influence one's leading method(s) and on what degree? If yes, whose approaches on leadership, female or male are more effective in people's perceptions? And just how do people perceive the impact of gender on management in general?

Through my findings, I hope to shed new light on the matter and contribute to the process of eradicating antiquated conceptions as well as prejudices against women in professional workplaces, and more specifically, in management roles.

## **1.1 Research Question / Problem, Objectives, and Goals.**

The purpose of this research is to analyse leadership in the context of gender and employee's motivation, as well as to learn how people perceive male and female management in professional working place. The results are hoped to provide up-to-date knowledge about the matter. However, the true objective is not to dwell on the differences between men and women (if exist), but to utilize the diversity in leadership that the two genders offer to further reinforce the robustness of management systems and processes in organizations.

From the analysis, I hope to solve these questions:

- Does gender influence one's leadership styles, behaviours, and characteristics? If yes, what is/are the difference(s) between male and female leadership?
- How different leadership techniques affect the motivation of subordinates?
- The perceptions of people toward male and female management?

Furthermore, through people's perceptions of different leadership approaches and through their own preferred methods when acting as a leader, we can deduce, or pinpoint which managerial techniques and practices will potentially be most effective in enhancing work performance and which to avoid. These findings will help create a healthy work environment with more motivated and productive employees that will in turn boost workplace proficiency.

## **1.2 Scope and limitations**

Since the research revolves around management and leadership styles in the aspect of gender, ideal participants would be people in administrative positions. However, for a Bachelor thesis, with limited resources and reputation, reaching large number of such targets will be quite challenging, so the survey is opened to anyone with preferences leaning toward people with more working experiences and are in management positions.

As mentioned above, the target group for this survey is broad for the purpose of diversity since the research aim to concentrate solely on gender factor, and do not want to accidentally allow other factors (such as race, age, nationality and other backgrounds) to be the determinants toward the outcome. This will provide a more holistic outlook to the matter, however, a larger sample size might offer a more accurate representation.

## **2 LEADERSHIP THEORETICAL FRAMEWORK**

### **2.1 Great Men Theory & Trait Theory**

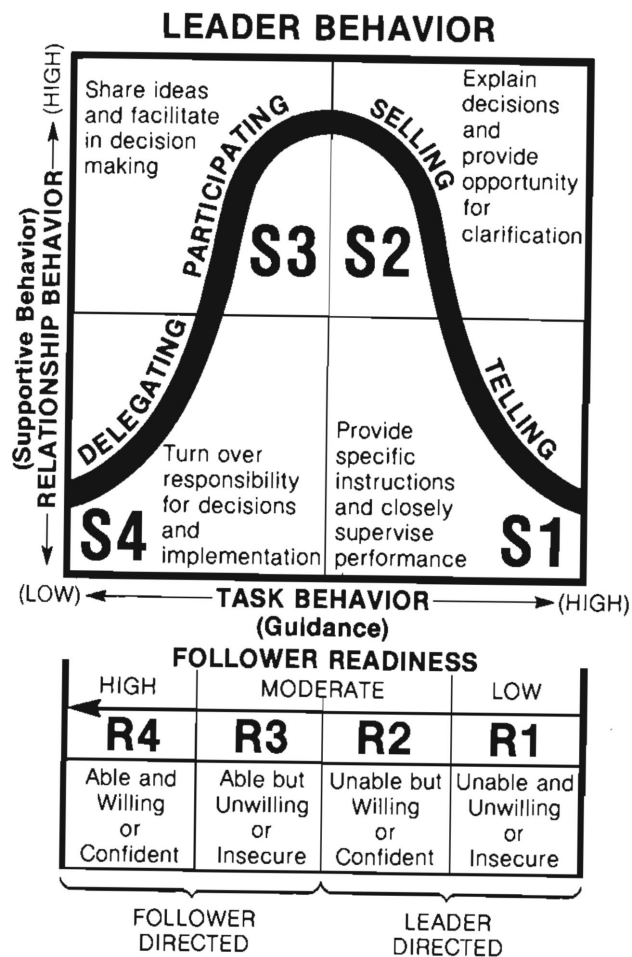
#### **2.1.1 Great Men Theory**

The Great Man theory first surfaced in 1840, in a book titled “On Heroes, Hero-Worship and The Heroic in History” penned by Thomas Carlyle. It was suggested in this theory that there are certain exceptional qualities to one’s characteristics that only leaders or as Carlyle called “Heroes” or “Great Men” possess. These characteristics exist only through the births of extraordinary individuals, and practically cannot be acquired through any other means. These great men are “gift of Heaven” whose minds, wills and basically just their very existences compel people to instinctively crave to follow and worship, which fulfils the ultimate purpose of a leader (Carlyle 1908, 225).

#### **2.1.2 Trait Theory**

Trait Theory is developed based upon the Great Men Theory and the two basically have the same believes. However, Trait Theory decided to take a step forward and strove to determine exactly what characteristics pertain to great leadership. Numerous studies and researches had been conducted to serve this purpose, and with that, various sets/models of skills and qualities had been produced, each of which was believed to be the most optimal “recipe” for becoming a superb leader, but none had been scientifically proven to be true. In this research, a number of traits was selected based on their relevance to the different leadership styles used in the survey.

### **2.2 Situational Theory**



PICTURE 1. Situational Leadership (Hersey & Blanchard 1988, 171)

Situational Leadership was developed by two renowned researchers of the arts of leadership, Paul Hersey and Ken Blanchard. The focal point of this approach is no longer about one's innate attributes, but the rapport and interaction between "leaders" and their "followers". According to this theory, various complex situations arise too often within professional working environments that it would not be probable for one formula of leadership style to fit them all. Hence, the methods with which leaders use to apply to different occurrences may vary, with the most influential variable being the "readiness level" of employees. In concise, the theory points out that leadership is the act of giving the right extents of Supervision (Directive Behaviour) and Encouragement (Supportive Behaviour) (Hersey & Blanchard 1988, 170). Thus, create the proper learning, working and developing environment for employees.

## **2.3 Transactional & Transformational Leadership**

### **2.3.1 Transactional Leadership**

Transactional leadership theory can essentially be defined as the act of trading services between employers and employees with the basic function of every fair business exchange, which is to provide mutual benefits for both parties (Goethals, Sorenson & Burns 2004, 200). Leaders act as buyer who provide economic benefits in exchange for their suppliers'/subordinates' intellectual/laborious works, only the buyer bargaining power in this relationship is almost absolute. The concept of Transactional leadership comes when the leader tends to favour work performance over rapport building. Tasks will be delegated to employees with specific instructions, then compensations and penalties, which is considered to be the single most important incentive to ensure productivity, will be negotiated throughout the job. The exchange between performing tasks and rewards/punishments takes place regularly to achieve daily goals.

In this relationship, the influences of leaders are significant, by accepting a position as members of the group, employees have agreed to abide by leaders and are meant to rigorously comply with their orders. Since the active presence of the most critical source of motivation, which is monetary values, is mostly absent from their daily work, subordinates are not always actively performing their tasks, at least not in the expected manner and/or within the allotted time. In consequence, when applying Transactional approach, strict control and monitoring systems are frequently needed to ensure job completion and work-flow stability.

The exchanges between leaders and subordinates in Transactional leadership approach can be executed through the following techniques (Avolio & Bass, 2002):

- Reward by outcome: Leaders align goals with rewards, state expectations for employees, provide necessary resources, set agreed objectives, and reward those who successfully complete their given tasks.



SMART (Specific, Measurable, Achievable/Assignable, Realistic and Time-based) goals (Doran, 1981) are often used in this approach.

- Proactive management by exception: Leader actively monitors the work of their subordinates, tracks deviations from rules and standards, and perform corrections to prevent mistakes.
- Passive management by exception: Leader only intervenes when subordinates do not meet the standards, or do not perform as expected. Punishment may be applied for unacceptable results.

### **2.3.2 Transformational Leadership**

The concept of "transforming leadership" was first mentioned in the book "Leadership" by James McGregor Burns in 1978. The author defined the Transformational leadership approach as "leaders and followers raise one another to higher levels of motivation and morality" (Burns 1978, 20). Different from Transactional leadership, where the focus is encapsulated in external factors such as wages and working conditions, the objective of Transformational approach revolves around the internal/human factor, i.e., employees and their own personal development (in relation to the organization's objectives). In this method, leaders, acts both as initiators and catalysts, are tasked with the responsibility to induce meaningful transformations within their subordinates, both in their perceptions/mindsets and professional growth. They are to guide, to encourage employees to look beyond monetary values at the sense of responsibility, of satisfaction and empowerment in work, at the learning and developing opportunities to help create their own added values, the values that crucially heighten their job security and contribute to the further advancement of their career. If applied correctly, the ultimate purpose of Transformational leadership should be to inspire, nurture, coach and provide guidance to their employees so that they in time will transform into capable leaders themselves.

Transformational approaches to employee motivation are outlined in Bass's four I's system:

1. Idealised influence (charisma): Subordinates are motivated by their own inclination to learn from and follow leaders, whom they consider to be

remarkable individuals that excel in various aspects and possess desirable traits, ethical standards, etc. which are deemed worthy and admirable in the mind of followers.

2. Inspirational motivation: Employees are motivated by the sense of empowerment when being encouraged, highly expected, and thoroughly trusted by their leaders with challenging tasks as well as given full authority and responsibility.
3. Intellectual stimulation: Employees are cultivated and encouraged to have a more critical thinking approach, even when it concerns higher authority level. According to Bass, this process is supposed to boost self-improvement as well as facilitate the thriving of creativity and innovation in workplace environment.
4. Idealised consideration: Leaders show a high level of understanding and consideration to employees' wants and needs in order to provide them with sufficient tools that allow them to prosper in work.

## **2.4 Lewin's Leadership Styles**

Kurt Lewin, a psychologist, along with two other partners had conducted a series of experiments in the 1930s involving groups of children being assigned to leaders with different approaches and leading methods. The studies led to the popularization of three distinctive leadership styles that are still being widely adopted in management field nowadays, namely the Authoritarian, the Democratic and the Laissez-faire leadership styles.

TABLE 1. Typical Characteristics of Authoritarian, Democratic and Laissez-faire Leadership Styles (Lewin, Lippitt & White 1939, 273).

<b>Authoritarian</b>	<b>Democratic</b>	<b>Laissez-faire</b>
Autocratic leaders often play the role of a superior individual to his subordinates and are controlling in the way they lead.	Most of the time, Democratic leaders strive to act as an equal colleague to his members and are active in group work.	Laissez-faire leaders are most relax and passive in the way they lead. They mostly avoid getting involve in others' works, and do not actively assume the great responsibility that is often bestowed on leaders.
The control power is highly concentrated in the hands of leaders. Group members' opinions and initiatives are often suppressed in favour of the leader's own will.	Group members are encouraged to contribute to the decision-making process and facilitated to initiate their own ideas and proposals under the guides of leaders.	Leaders play no part in individual's decisions made by group members.
The working process is thoroughly dominated by the administrator whose approval must be acquired before any adjustments and/or developments are made, which might cause an ill effect of ambiguity and/or stagnancy during work progress.	Work process is discussed together by leaders and group members, where requirements, objectives and expected results are outlined by leaders, after which, subordinates are mostly allowed to work independently, with support and guidance from leaders if needed.	Group members will receive all the essential knowledge and equipment required to complete the jobs provided by leaders, however, no further dialogues or guidance will be given virtually, and subordinates are expected to manage the works on their own.
The distribution and delegation of work as	Group members are encouraged to	Group leaders almost completely remove

well as the allocation of resources are strictly dominated by leaders.	communicate as a team to divide duties and select work partner(s) that are suitable for their abilities and characteristics under the considerations and revisions of managers.	themselves from the decision-making process of their members.
Reward and discipline systems are determined by the leaders' own personal evaluations, which in some cases, might be too subjective and could lead to partial and heterogeneous judgments.	In general, group leaders follow the rules of a predefined and mutually agreed upon system when assessing group member's performance.	Laissez-faire leaders prefer not to get involve in other member's working arrangements, little to none active feedback could be expected from them.

## 2.5 Research Model and Measurements

The research aims to analyse the connection between gender and leadership styles on four aspects: individual's propensity for each type of leadership, behavioural characteristics, leadership traits and perceptions toward each leadership style as well as male and female management. Does gender bear any effects on one or more of these elements?

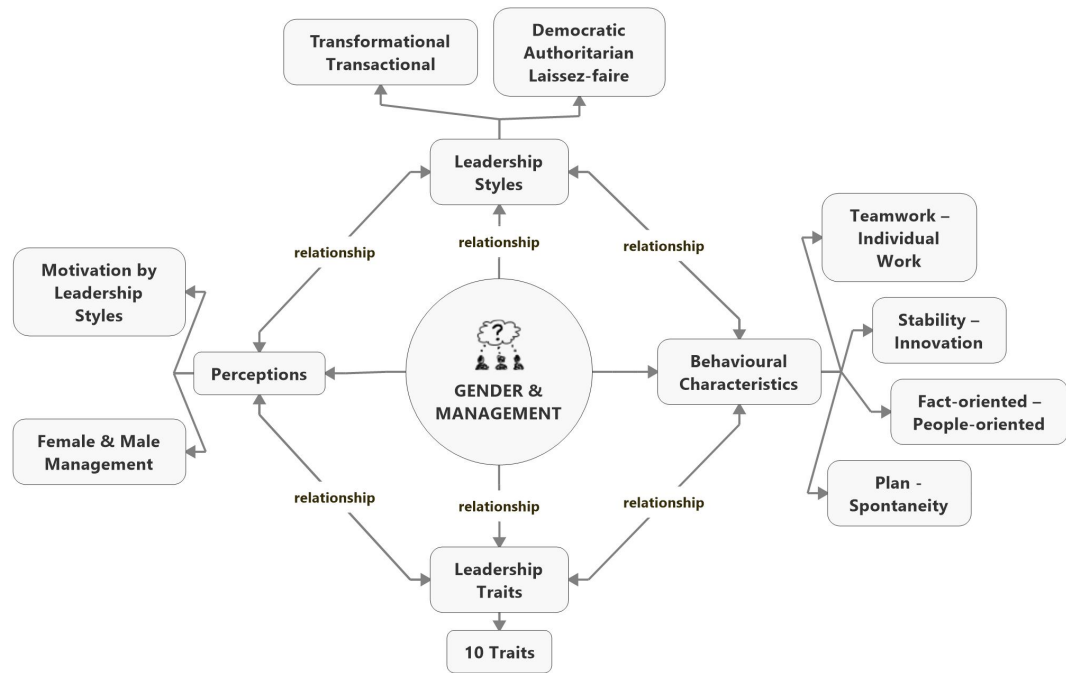


FIGURE 1. Research Model: The Relationships between Gender and Leadership Factors.

### 2.5.1 Leadership Styles Tendencies

The 5 leadership classifications that are used in this research are: Transformational, Transactional, Democratic, Autocratic/Authoritarian and Laissez-faire. The Multifactor Leadership Questionnaire (MLQ 5X short) (Avolio & Bass 1995) served as a theoretical basis to form the statements regarding Transformational and Transactional leadership styles personalities and behaviours in the survey questionnaire (survey question 7). The forming of the three latter styles scoring system (survey question 8) was based on the author's own researches and knowledge about their natures and characteristics. Each style is represented by three descriptions concentrated on the typical behaviours and characteristics belonged to said style.

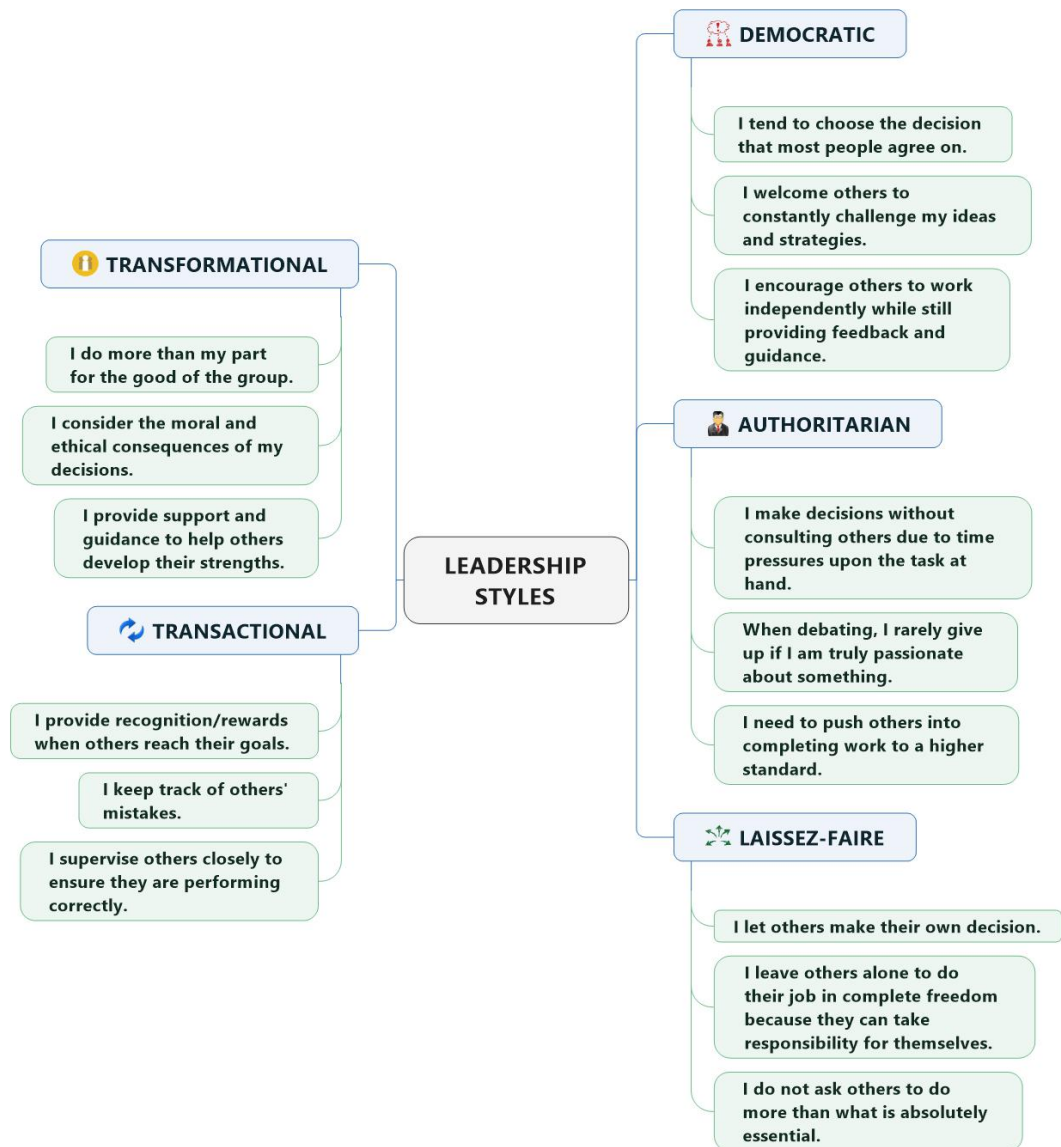


FIGURE 2. Leadership Styles' Typical Behaviours and Characteristics.

To avoid disruptions in data analysis and make it more coherent to follow, the scoring system to determine individual's prominent style(s) based on their responses will be introduced in further details in section 4 – Quantitative Analysis along with the result itself.

## 2.5.2 Behavioural Characteristics

MBTI stands for Myers-Briggs Type Indicator is a method used to discover people's comprehensive personality through a set of multiple-choice questions designed by two scientists, Isabel Myers and Kathryn Briggs. MBTI assesses

individual perceptions in four main criteria to evaluate and analyse human personality.

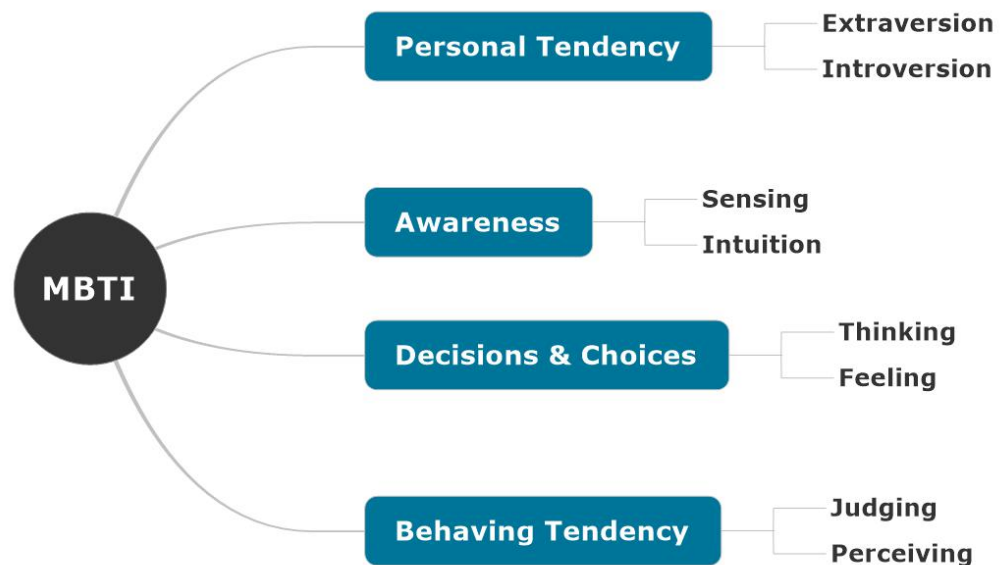


FIGURE 3. Myers-Briggs Type Indicator.

- Personal Tendency: Extraversion – Introversion

Extroverts are more attracted to external elements and prefer to interact with other human and/or objects. Introversion is inwardness, including inner thoughts, perception, and imagination, which is the forte of introverts.

- Awareness: Sensing – Intuition

Sensing individuals analyse their surrounding predominantly through five human senses (i.e., sight, sound, smell, taste, and touch), and prefer information/facts that can be perceived through one or more of these senses. Meanwhile, intuitive individuals gravitate toward ideas and abstract concepts as a result of their interpretations of the information they received.

- Decisions and Choices: Thinking – Feeling

Individuals who prefer to base their decisions more or solely on facts and concrete information are in the Thinking category. People who consider the

effects of their decisions on others to make judgements belong to the Feeling type. Keep in mind that “the term Thinking does not imply intelligence or competence, and the term Feeling is not to be confused with emotional” (Myers, McCaulley, Quenk & Hammer 1998, 6).

- Behaving Tendency: Judging – Perceiving

People who are more inclined to devise a pathway for achieving goals and act according to predefined plans are the Judging type. While perceiving Individuals welcome changes and prefer to experience with new options/opportunities.

In the survey, the researcher has used the MBTI system as a basis to form a set of questions aligned with the four dichotomies to discover one’s personality tendency in accordance with leadership behaviours. Note that in order to accurately determine which attribute a person possesses in each MBTI category, a comprehensive set of suitable questions will be required. However, to be more in line with the purposes and theme of the research, each criterion is represented by only one question.



### 3 RESEARCH METHODOLOGY

#### 3.1 Data Collection Process

##### 3.1.1 Sampling Procedure

- ❖ Sampling methods: For the purpose of the research, a nonprobability sample has been drawn using a combination of three different approaches.
  - Quota sampling: The prerequisite sampling criteria is based on the globe's sex ratio between men and women, which according to The World Bank, is approximately 1:1. Therefore, the participants were chosen so that the number of males equals the number of females.
  - Convenience sampling: The respondents were selected mostly due to their high accessibility (the researcher's own circle of connections and from online platforms).
  - Judgement Sampling: Although there is basically only one mandatory requirement for respondents which is age limit – i.e., 16 and above, the researcher was more inclined to pick participants that might have been/currently in managerial positions, or have some kind of experiences in management field or just work experiences in general.
- ❖ Sample size:
  - Planned sample size: 100 participants with 50 males and 50 females.
  - Actual responses: 109
  - Actual sample size (i.e., valid responses): 102 respondents with 51 males and 51 females.

### **3.1.2 Data Collection Method(s)**

Using Microsoft forms, a survey has been devised to collect data. The survey was distributed through multiple channels, included but not limited to, direct mail and messages on social platforms to target groups, posts on social media groups featuring target group members and reference from researcher's connections.

## **3.2 Data Analysis Method(s):**

### **3.2.1 Quantitative Analysis**

The quantitative analysis process from raw data obtained in the survey is as follows:

- Data validation;
- Data editing;
- Data coding and answer categorization;
- Statistical analysis, via Excel spreadsheet software and IBM SPSS Statistics version 20:
  - Descriptive analysis, such as mean/average, median, mode, quantity, frequency, percentage.
  - Inferential analysis, such as inter-correlation.

### **3.2.2 Qualitative Analysis**

The qualitative analysis process from raw data obtained in the compulsory open question is as follow:

- Data validation;
- Qualitative analysis, via QDA Miner Lite and Excel spreadsheet software:
  - Data coding → Data Categorizing → Data theming.

### 3.3 Respondents

Since the main goal of the research is to study leadership styles tendency based solely on gender, there are no other compulsory requirements for participants, except for age limit. In order to obtain reliable data, participants are expected to have steady self-awareness and are able to self-assess, especially in the field of leadership characteristics and behaviours, so the age range was set for 16 and above.

There is a total of 109 responses to the survey, of which, only 102 are deemed qualified by the researcher through data validation.

TABLE 2. Respondents by Gender.

Gender	%	Number of Participants
Male	50	51
Female	50	51

#### ❖ *Age Range*

The majority of participants are between the ages of 18 and 40, with 58% of all respondents fall in the age range of 18 to 25, and 34% are in the ages between 26 and 40. The numbers of participants in the remaining three groups are significantly lower, which only account for 8% in total. In general, the participants were fairly evenly distributed between men and women in each age group.

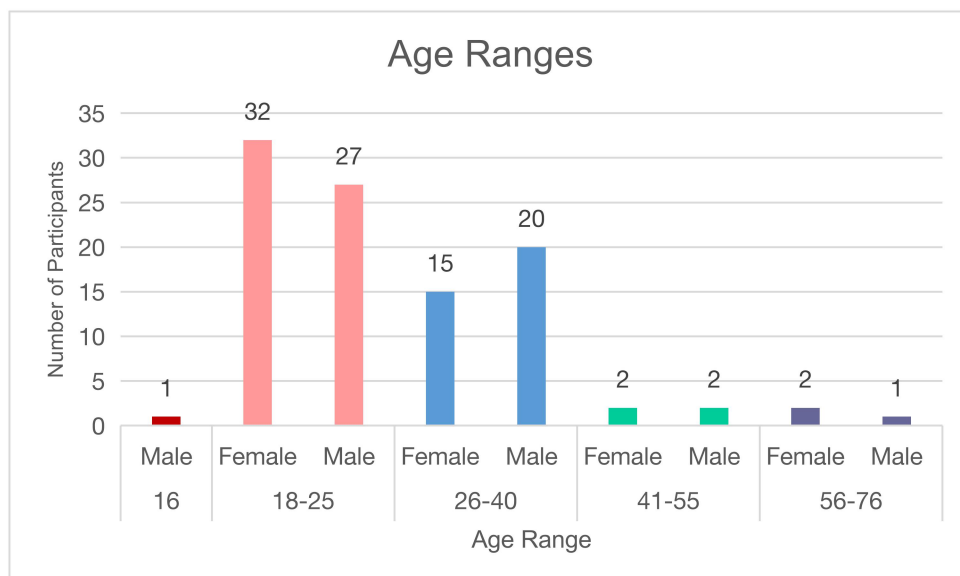


FIGURE 4. Number of Males and Females according to Age Ranges.

❖ **Country of Origin**

Participants from 39 different countries has taken part in this survey. The largest group of participants according to country of origin is from Vietnam (14%), closely followed by United State of America (U.S.A.) (13%), United Kingdom (U.K.) (10%), Finland (7%) and India (5%). (see Appendix 4)

❖ **Education Levels**

A large proportion of participants has completed either a Bachelor's degree programme (53%) or a Master's degree programme (32%). The majority of Bachelor's degree holders are in the ages of 18 to 25, while Master's degree holders are most concentrated between the ages of 26 and 40. In term of gender, the number of men and women is almost identical in each education level.

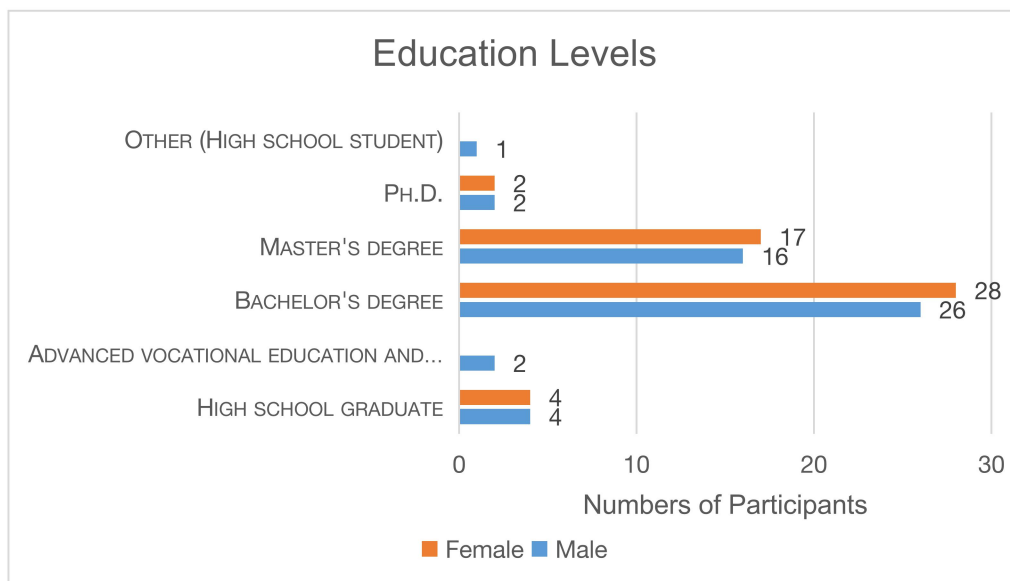


FIGURE 5. Number of Males and Females according to Education Levels.

❖ **Major and Profession**

Most common working fields among participants are Business (26%), Management (20%), Health Sciences (8%) and Engineering (7%).

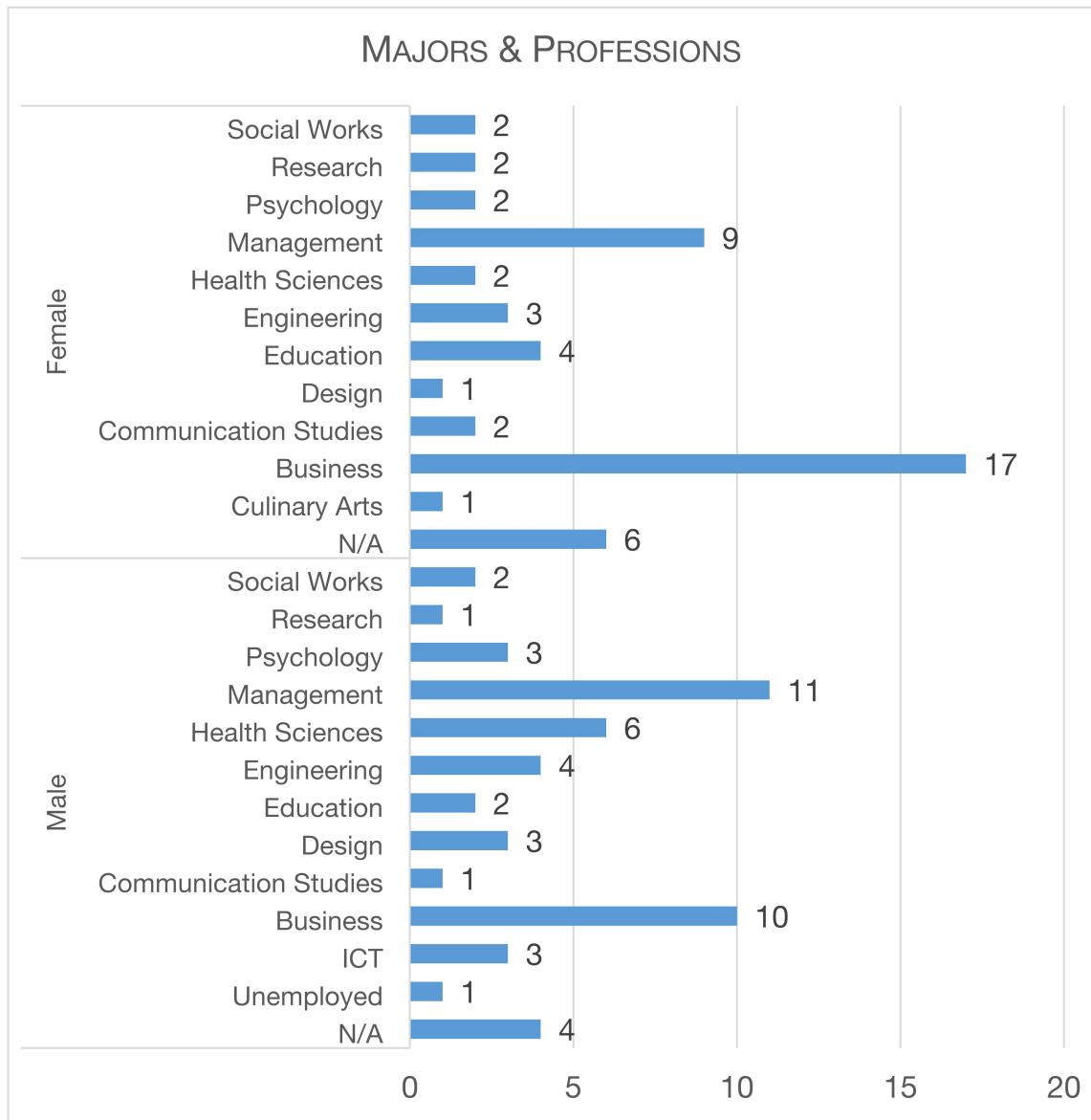


FIGURE 6. Majors and Professions by Gender.

#### ❖ ***Titles of Position***

Students account for more than half of all participants (54%). People that are in management positions which include First-line Management (Supervisor, Office Manager, Team Leader), Middle Management (General Manager, Regional Manager), Top Management (Chairman, Vice-President, Board of Directors, C-level executive such as CEO, COO, CIO, ...), and Owner account for 24% of all respondents, of which 62.5% are men and 37.5% are women.

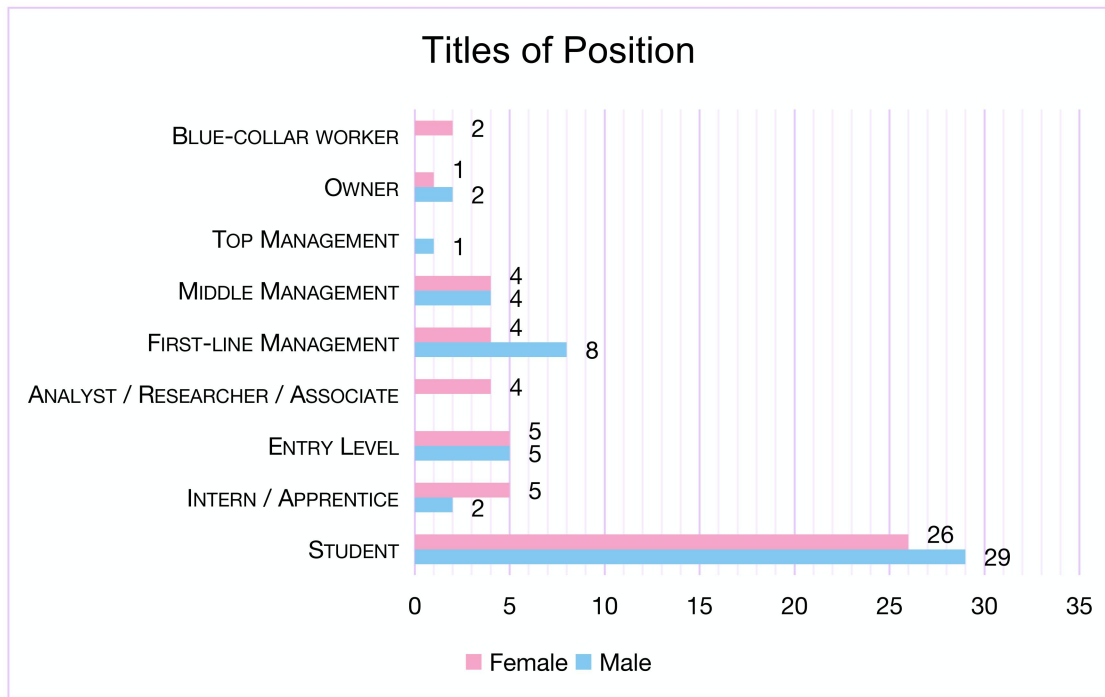


FIGURE 7. Number of Males and Females according to Titles of Position.

## 4 A COMPARATIVE ANALYSIS ON THE CONNECTION BETWEEN GENDER & LEADERSHIP ASPECTS

### 4.1 Leadership Styles

#### 4.1.1 Transformational & Transactional Leadership styles

On a scale from 1 to 5 where 1 means never and 5 means frequently, if not always, the participants, put in the role of a leader in a professional working environment, were asked to rate how often they will choose to act according to each of the six statements below regarding Transformational and Transactional leadership behaviours.

Transformational:

- I do more than my part for the good of the group.
- I consider the moral and ethical consequences of my decisions.
- I provide support and guidance to help others develop their strengths.

Transactional:

- I provide recognition/rewards when others reach their goals.
- I keep track of others' mistakes.
- I supervise others closely to ensure they are performing correctly.

On each participant, the sum of their responses (highest 15 and lowest 3) on each set of statements will help determine if one has a low (3-7), moderate (8-11) or high (12-15) proclivity for said leadership style.

#### ❖ *Transformational Leadership Style*

Participants who have a strong propensity for adopting Transformational techniques account for a prominent share of 74.5%, less than 25% choose to practice them at a moderate level and only one respondent, who is a woman (accounts for less than 1%) shows a low level of transformational tendency.

Both genders possess significantly similar numbers of people in all three categories (i.e., high, moderate, and low), with only one unit of difference.

According to the sums of responses on Transformational elements (3 to 15) where 3 to 7 equals low tendency, 8 to 11 equals moderate tendency and 12 to 15 equals high tendency, the average scores of male (M) and female (F) are 12.67 and 12.29, respectively, the median and mode values of both sexes are identical, which is 13.

On a scale from 1 to 5 where 1 means never and 5 means frequently, if not always, the Transformational factor regarding moral and ethical values has the highest average score among both genders, with female participants show an exceptionally strong sense of work ethics. Women as leaders are slightly less inclined to go beyond their expected duties and responsibilities than men (Mean(F)=3.9 & Mean(M)=4.2), however, on the whole, the Transformational tendencies of male and female participants are remarkably similar.

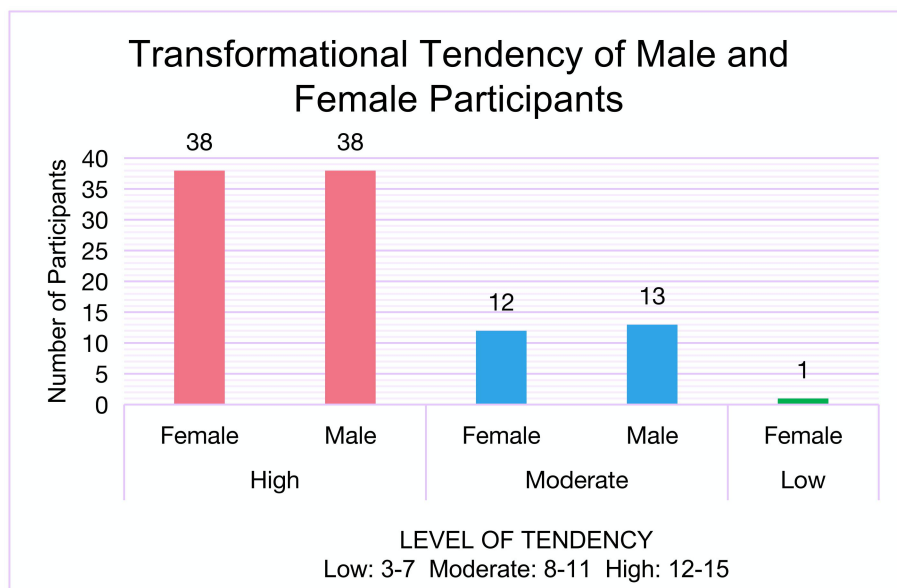


FIGURE 8. Number of Males and Females according to Transformational Tendency.



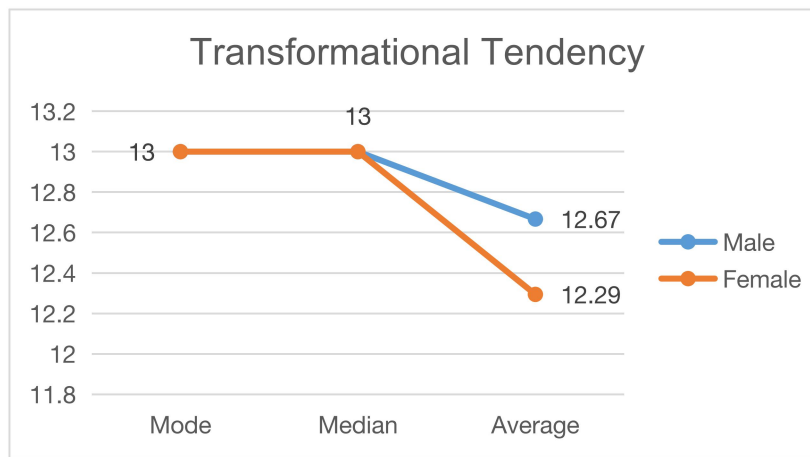


FIGURE 9. Transformational Tendency of Male and Female.

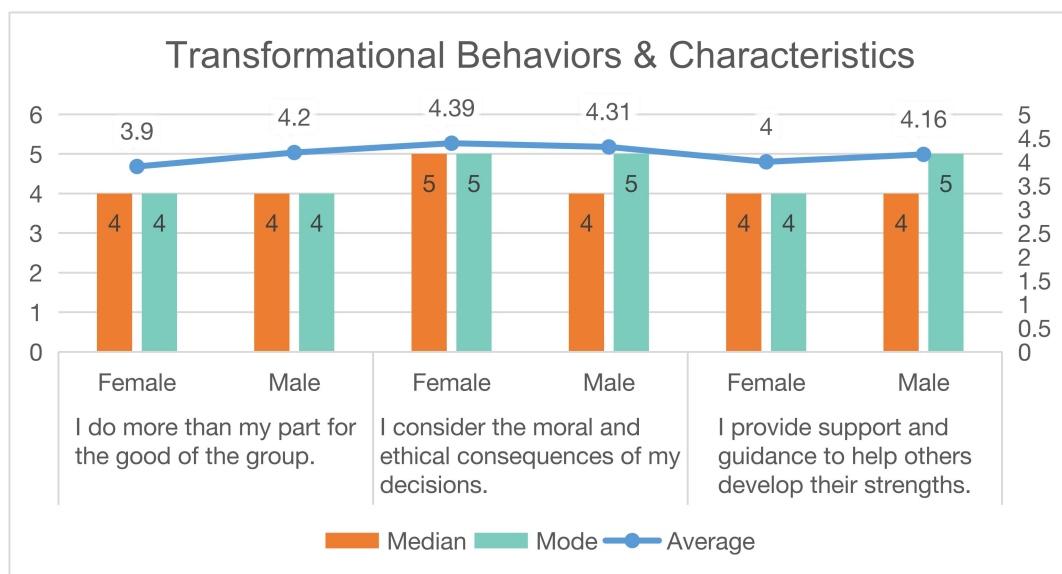


FIGURE 10. Men and Women's Transformational Behaviours and Characteristics.

### ❖ *Transactional Leadership Style*

Transactional leadership approach is adopted on a lesser degree than Transformational by both sexes. However, the percentage of respondents who possess a strong inclination toward employing Transactional techniques is not exceptionally low (40 people, account for 39%). Meanwhile, more than half of the respondents (54%) choose to apply the leading method at a moderate frequency, and 7% scarcely use them. In average, Transactional behaviours and characteristics appear slightly more prominent in males than in females ( $F=10.59$  &  $M=11.04$ ).

Men and women both believe in rewarding their subordinates for accomplished goals, and/or well-performed jobs ( $F=4$  &  $M=3.96$ ). Male participants are more likely to keep track of others' mistakes, as well as implement stricter supervisions than females.

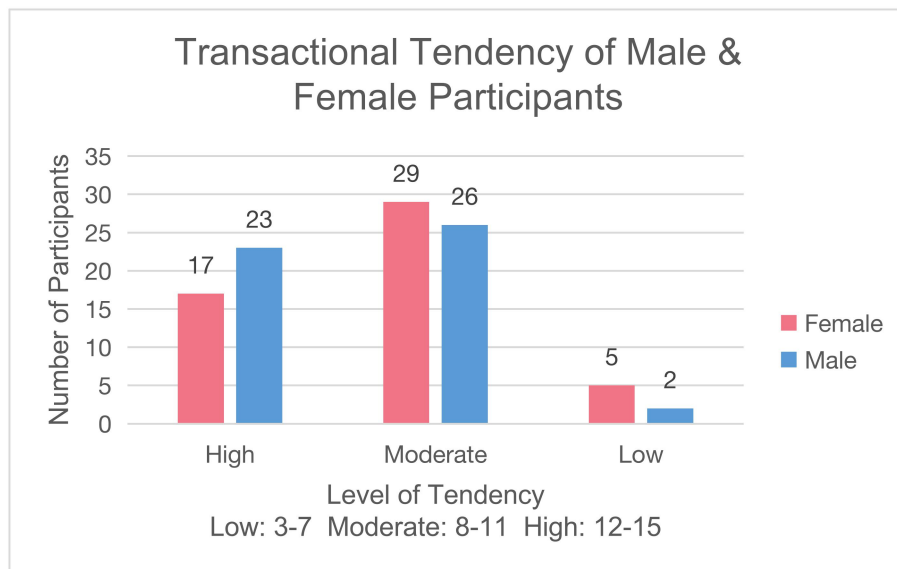


FIGURE 11. Number of Male and Female Participants according to Transactional Tendency.

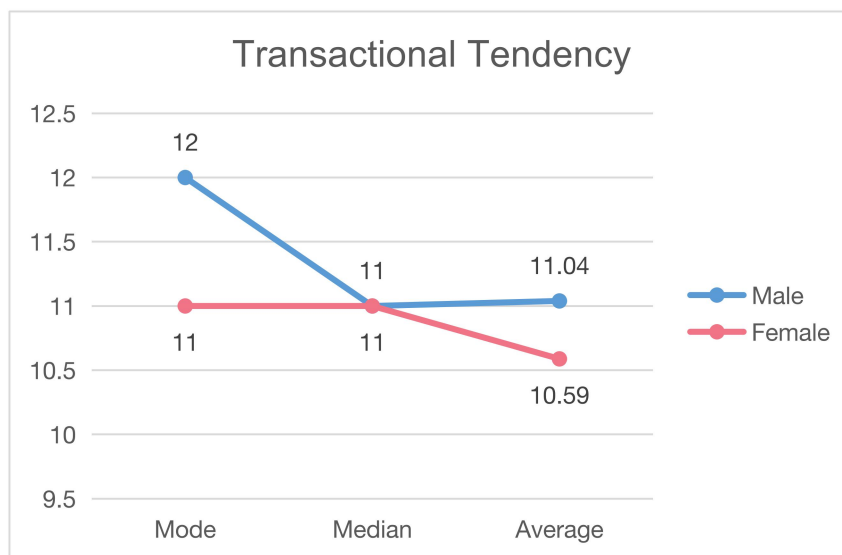


FIGURE 12. Transactional Tendency of Male and Female.

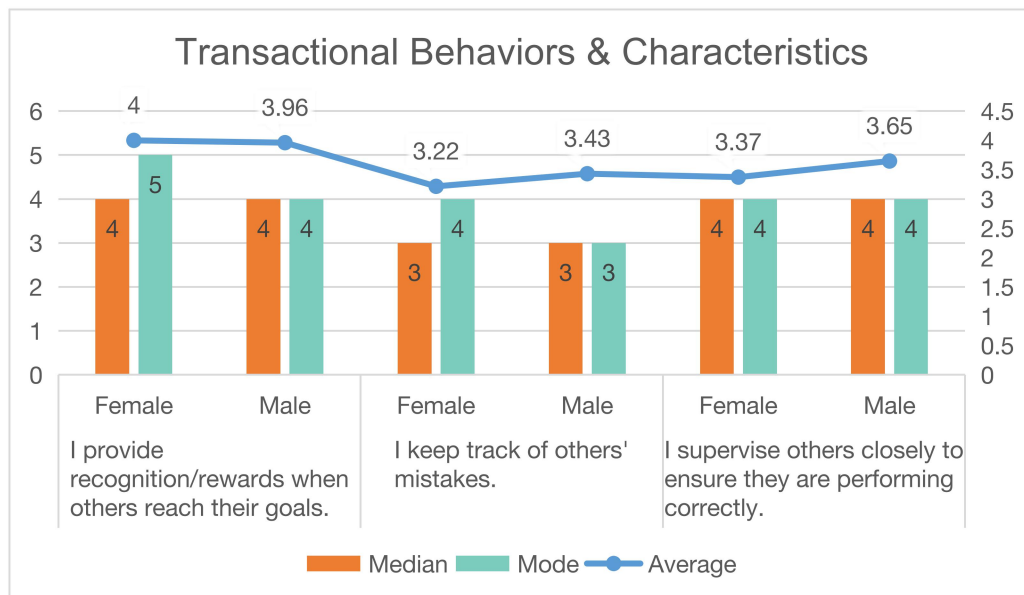


FIGURE 13. Transactional Behaviours and Characteristics shown in Men and Women.

#### 4.1.2 Lewin's Leadership Styles

On a scale from 1 to 5 where 1 means *never* and 5 means *frequently, if not always*, the participants, put in the role of a leader in a professional working environment, were ask to rate how often they will choose to act according to each of the nine statements below regarding Democratic, Autocratic and Laissez-faire leadership behaviours.

Democratic:

- I tend to choose the decision that most people agree on.
- I welcome others to constantly challenge my ideas and strategies.
- I encourage others to work independently while still providing feedback and guidance.

Authoritarian:

- I make decisions without consulting others due to time pressures upon the task at hand.
- When debating, I rarely give up if I am truly passionate about something.
- I need to push others into completing work to a higher standard.

Laissez-faire:

- I let others make their own decision.
- I leave others alone to do their job in complete freedom because they can take responsibility for themselves.
- I do not ask others to do more than what is absolutely essential.

On each participant, the sum of their responses (highest 15 and lowest 3) on each set of statements will help determine if one has a low (3-7), moderate (8-11) or high (12-15) proclivity for said leadership style.

### ❖ **Democratic Leadership Style**

Just over half of the respondents (53%) show a strong predilection for Democratic leading techniques, 45% of them practice the method to a moderate extent, and just two people, who are both males (account for less than 2%) claimed to scarcely apply it. On average, men and women both possess relatively strong level of Democratic tendency ( $F=11.78$  &  $M=11.55$ ).

Women as leaders are more inclined to choose the decisions that most people agree on than men ( $F=3.86$  and  $M=3.39$ ), while men are slightly more willing to welcome others to (constantly) challenge their ideas and strategies ( $F=3.78$  &  $M=4.08$ ). Both sexes prefer employees to work independently while still provide needed supervision ( $F=4.14$  &  $M=4.08$ ).

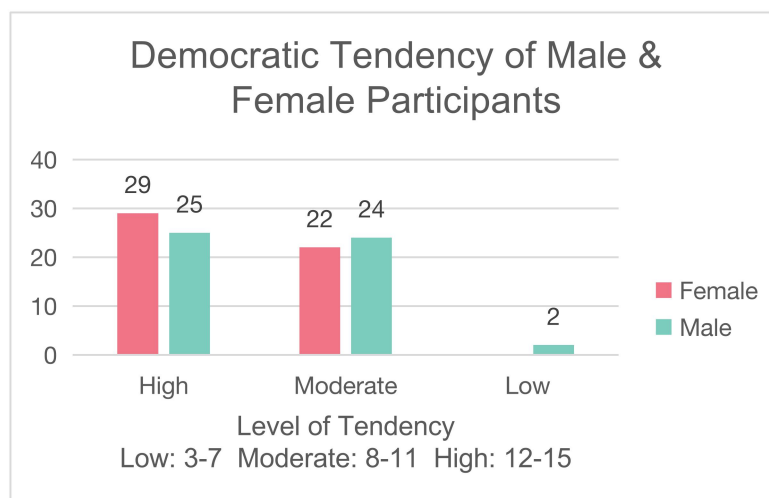


FIGURE 14. Number of Male and Female Participants according to Democratic Tendency.

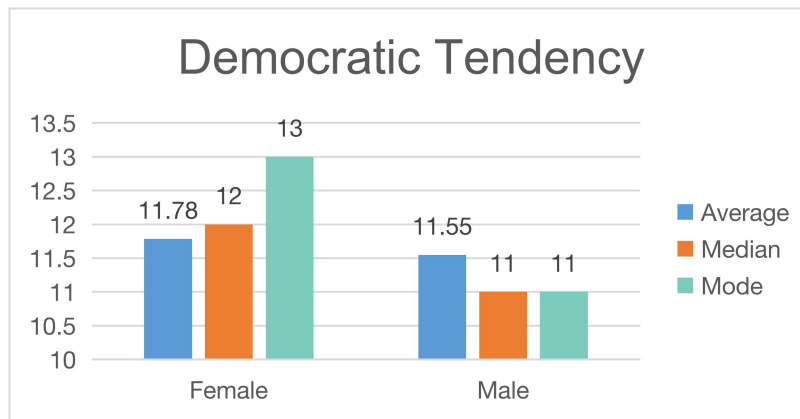


FIGURE 15. Democratic Tendency of Male and Female.

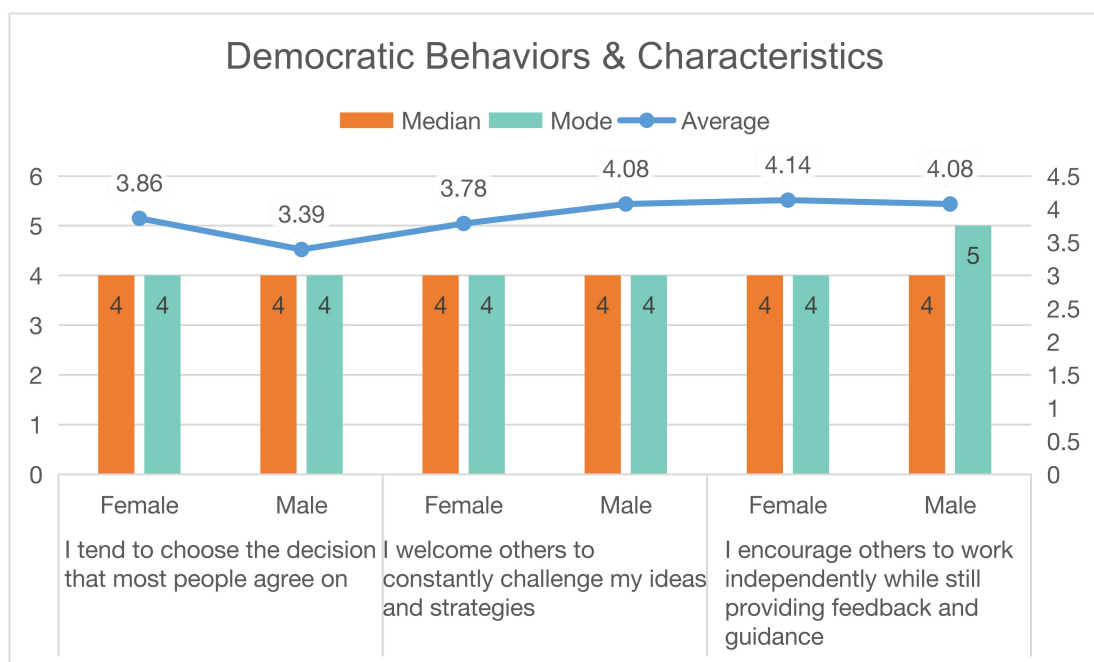


FIGURE 16. Men and Women's Democratic Behaviours and Characteristics.

### ❖ *Authoritarian Leadership Style*

Roughly 20% of the respondents highly prefer to adopt Autocratic techniques, while a fair amount of them (66.7%) choose to practice the method in moderation, and roughly 15% infrequently apply it. In general, both genders display moderate level of Autocratic tendency with women at a slightly higher degree than men ( $F=9.78$  &  $M=9.63$ ).

Making decisions without consulting others is an approach that is relatively disfavoured by both sexes ( $F=2.45$  and  $M=2.53$ ). Women are less likely to

abandon the ideas and/or opinions that they are truly passionate about, and are more inclined to set higher standards for their subordinates than men.

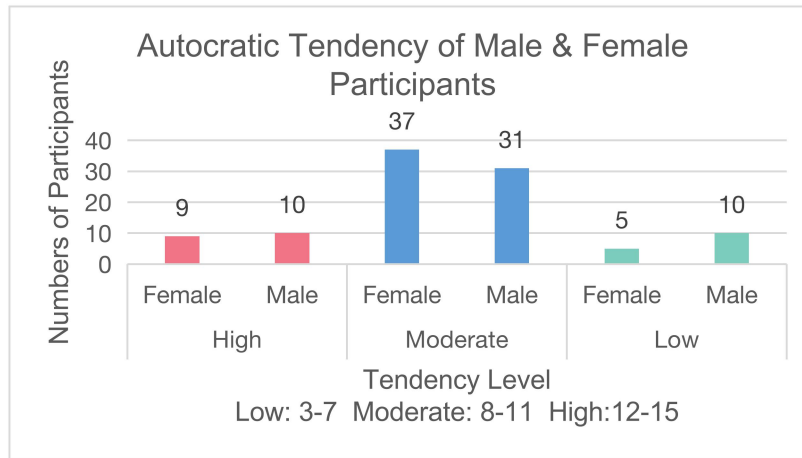


FIGURE 17. Number of Males and Females according to Autocratic Tendency.

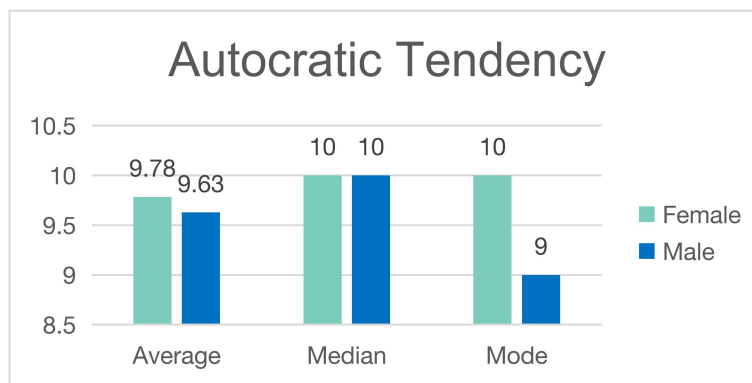


FIGURE 18. Autocratic Tendency of Male and Female.

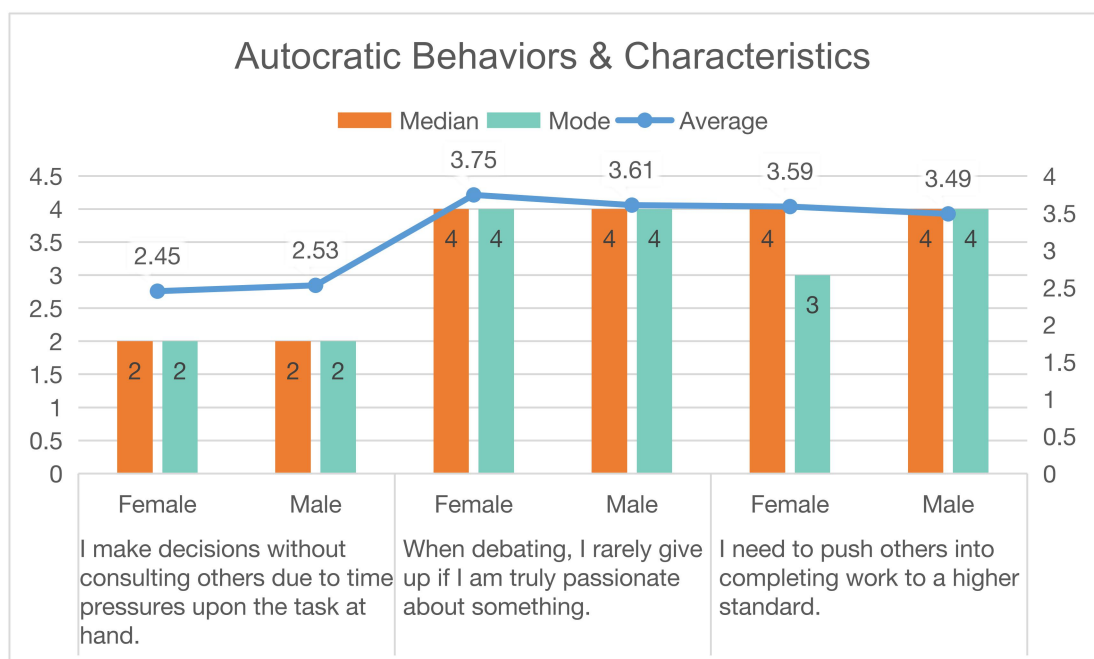


FIGURE 19. Autocratic Behaviours and Characteristics shown in Men and Women.

❖ ***Laissez-faire Leadership Style***

Respondents who frequently apply Laissez-faire techniques account for 28% of all participants. The largest group of respondent, accounts for more than 60%, shows a moderate tendency to use the approach, while 11% rarely choose to practice this method. In average, men and women both employ Laissez-faire leadership at a moderate level ( $F=10.14$  &  $M=10.16$ ), and are highly similar in their Laissez-faire behaviors and characteristics.

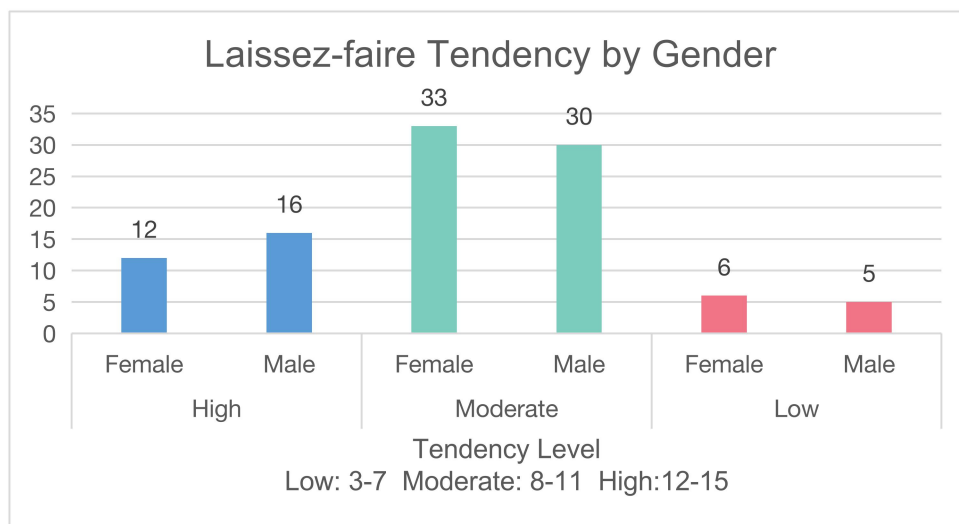


FIGURE 20. Laissez-faire Tendency of Male & Female Participants

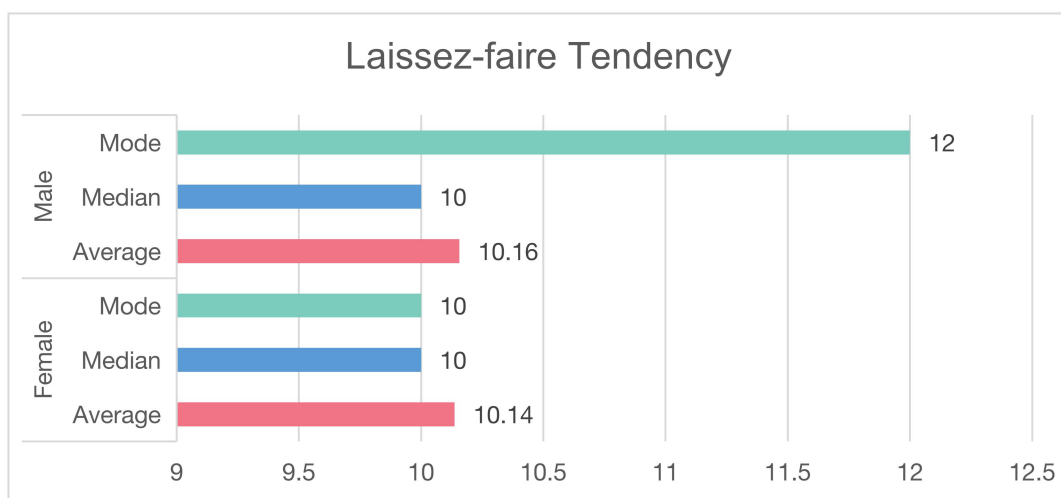


FIGURE 21. Laissez-faire Tendency of Male and Female.

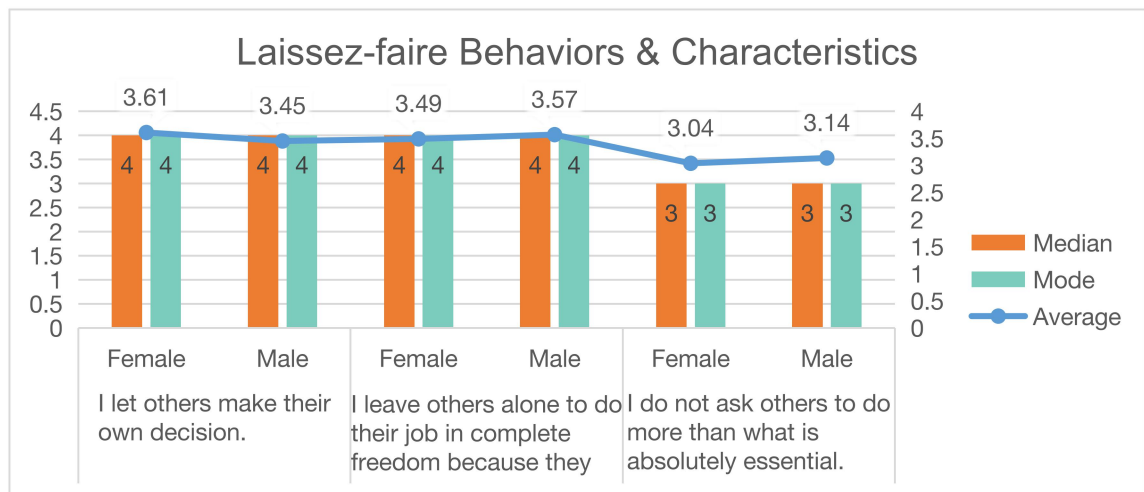


FIGURE 22. Laissez-faire Behaviours and Characteristics of Men and Women

## 4.2 Behavioural Characteristics

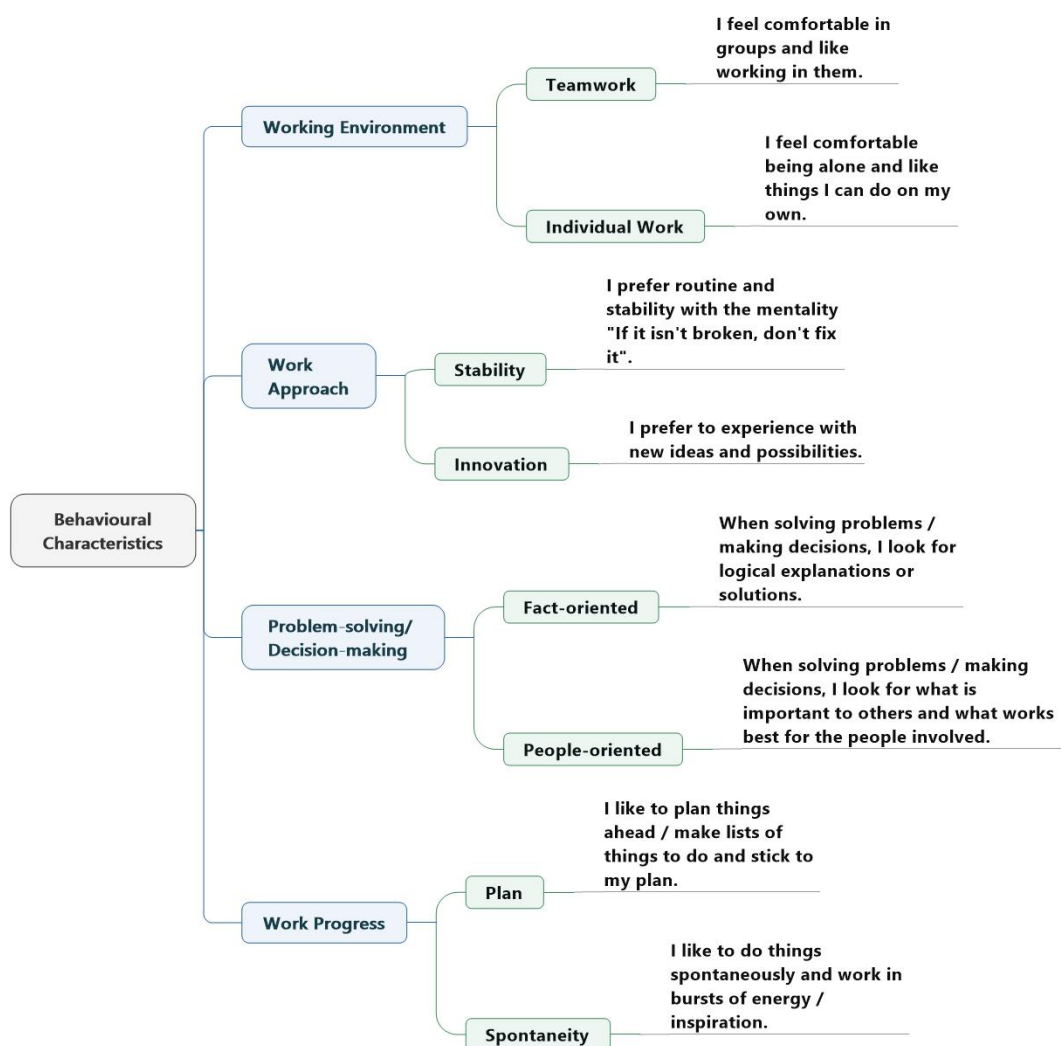


FIGURE 23. Four Aspects of Behavioural Characteristics (based on MBTI).



Men and women possess significantly similar trends in how they approach and progress work, both male and female participants highly promote innovation (76.5% male & 72.5% female) rather than stability in their working process, and prefer plan (69% male & 67% female) to spontaneity. In the remain categories, the distribution of female participants between the two choices is highly uniform, while that of men has a clear contrast. Men have a visible preference for teamwork (61%) and are highly fact oriented (67%). Women, on the other hand, are more diverse in their personalities, their proclivity is divided near equally between team work (51%) and independent work (49%). The same phenomenon was repeated in problem-solving and decision-making, 49% are fact oriented and 51% are people oriented.

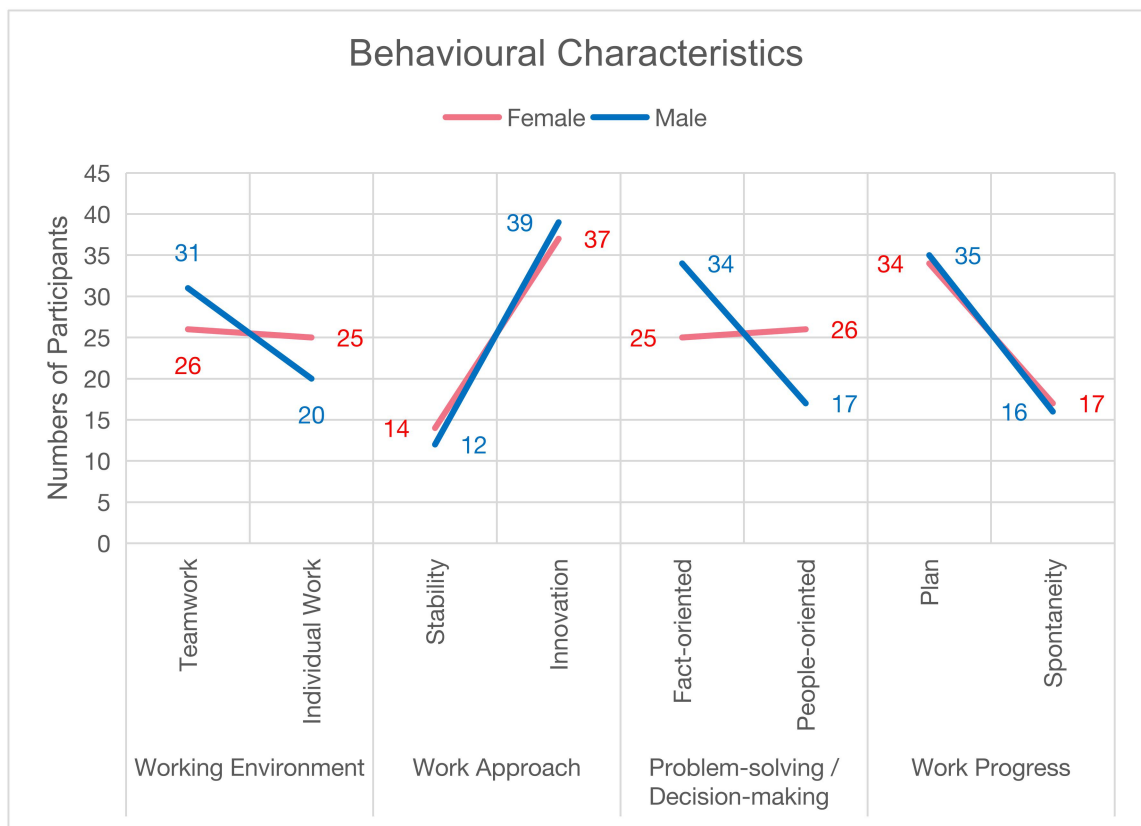


FIGURE 24. Male and Female Behavioural Characteristics.

### 4.3 Leadership Traits

TABLE 3. Leadership Traits.

	<b>Leadership Traits</b>	<b>Corresponding Behaviours (in the survey)</b>
1	Compassionate / Empathetic	I care about others' feelings and emotional well-being (Are they stressed? Feeling overworked? Distracted by something going on at home? Etc.).
2	Attentive / Meticulous	I pay great attention to details, even trivial ones.
3	Creative / Innovative	I frequently come up with new solutions and new strategies to do my work more effectively.
4	Ambitious	In a group, I aim to be the leader.
5	Socially confident	I show confidence when dealing with others, such as in communicating, debating, doing presentation, etc.
6	Stress resistant	I am still able to work well under pressure/stress.
7	Decisive	I do not find it difficult to make decision and hardly find myself stuck between options.
8	Expressive / Intuitive	I express my opinions and feelings to others.
9	Competitive	I push myself to do better than others.
10	Diligent / Patient	I spend time to make sure my works and others' works are at the highest level they can be.

The participants were evaluated based on ten leadership personalities, which are divided into three categories based on the degree of similarity between men and women in these characteristics: highly similar, similar, and relatively different. There are two particular traits that show near identical trends between the two genders, i.e., compassionate / empathetic and attentive / meticulous. Men and women display relatively inconsistent tendencies in the aspects of ambition and decisiveness, both attributes are more prominent in men.

Men and women are both strongest at being compassionate ( $F=4.14$  &  $M=4.16$ ) and both lack assertiveness the most out of ten attributes ( $F=2.98$  &  $M=3.59$ ).

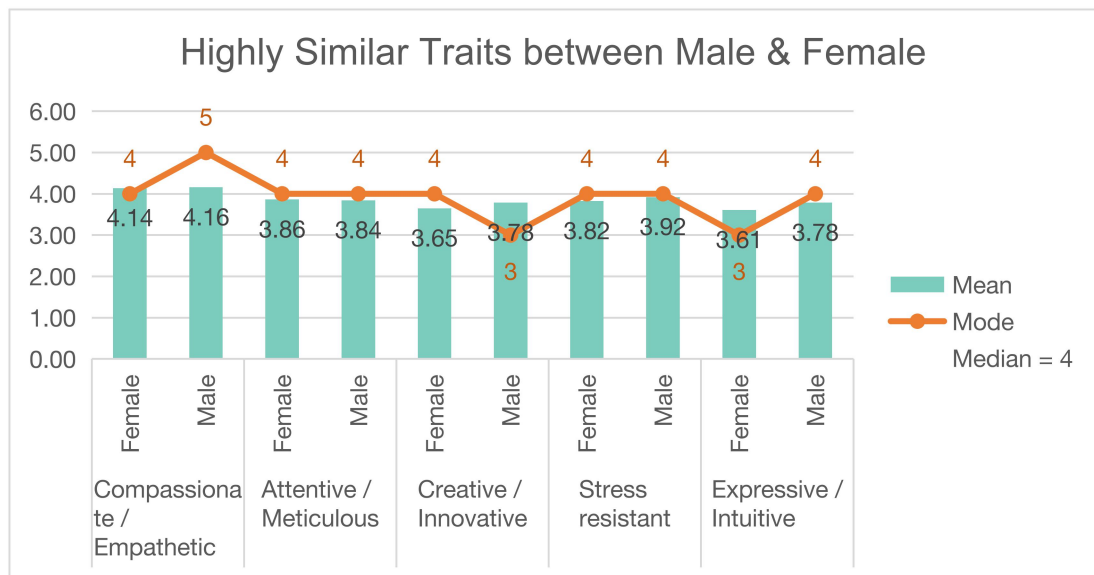


FIGURE 25. Leadership Traits that are Highly Similar between Male and Female.

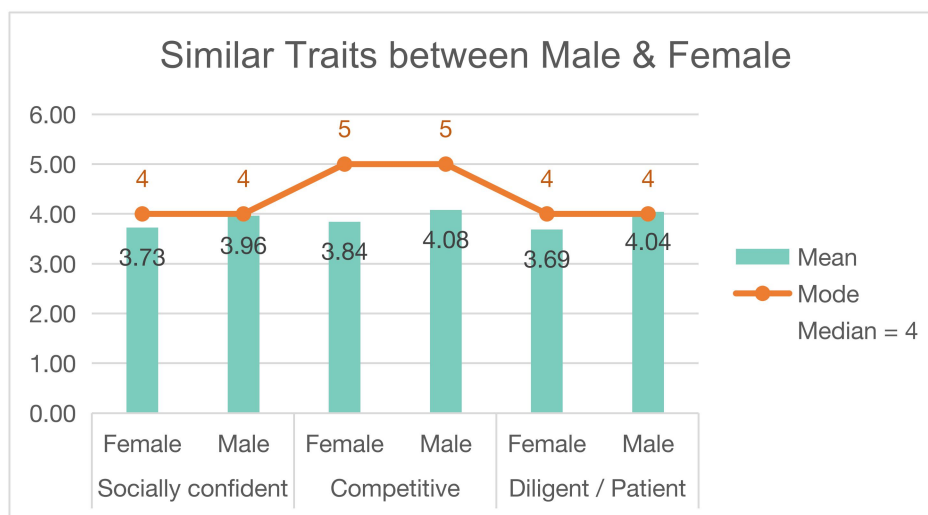


FIGURE 26. Leadership Traits that are Relatively Similar between Male and Female.

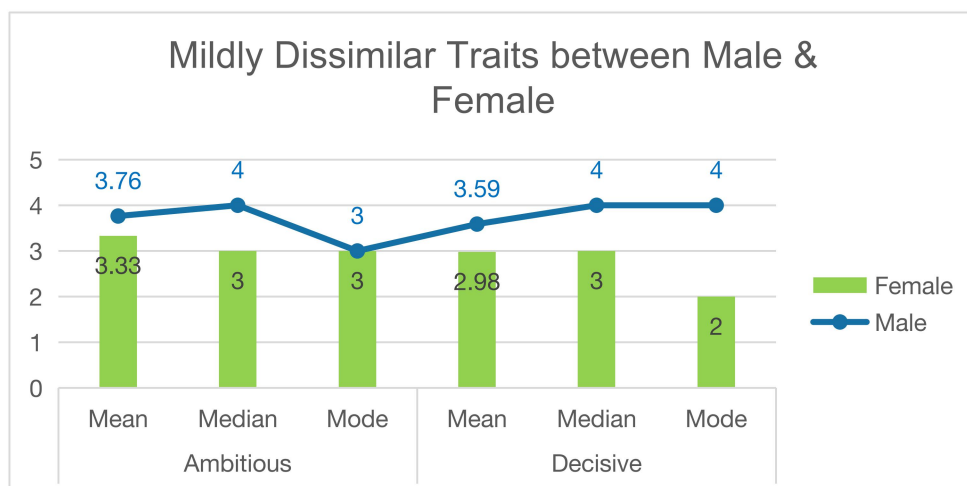


FIGURE 27. Leadership Traits that are Relatively Inconsistent between Male and Female.

#### 4.4 Motivation according to Leadership Styles.

Participants were asked to choose maximum five (six if they choose the “other” option) out of ten statements regarding leadership approaches and how they affect their motivation level in a professional working environment. The results show that respondents are most motivated when they feel trusted and appreciated by leaders, either in their ideas and opinions (16%) or in their ability to complete tasks at higher standards (11%) (participants actually prefer to be pushed to achieve more). Recognition and rewards (14%) as well as sufficient guidance and support (13%) from leaders are also claimed to effectively enhance productivity. The relationship between leaders and members also bears great influence on work performance, participants have a higher tendency to work well when their boss/leader is empathetic and understanding (12%). On the other hand, both genders feel least motivated when the leader is strict and watches them closely (1%). In general, all given methods are relatively effective in enhancing employee motivation level with the omission of the least voted approach.

Men have the strongest penchant for rewards and recognition (70.6% of male participants), while women seek most for the feeling of empowerment (66.7% of female participants), they highly value being trusted and considered, thus, willing to put in extra effort to prove their capabilities.

TABLE 4. Employee’s Motivation affected by Leadership Approaches (highest to lowest).

	Leadership Approaches	Leadership Styles	Number of Times Selected (%)	Number of Participants (%)
1	6. When my boss / leader believes in me and listens to my ideas and opinions.	Democratic	16%	67%
2	2. When I receive recognition / rewards.	Transactional	14%	60%
3	3. When my boss / leader gives me sufficient guidance and support.	Transformational	13%	56%
		Democratic		
4	5. When my boss / leader is nice, friendly and very understanding.	Transformational	12%	50%
		Laissez-faire		
5	10. When my boss / leader believes in my ability and pushes me to achieve more.	Authoritarian	11%	48%
6	4. When my boss / leader allows me to work and decide independently without any interference.	Laissez-faire	9%	36%
7	7. When my boss / leader gives clear goals and instructions on how to do things.	Authoritarian	9%	36%
		Transactional		
8	1. When I am afraid of the consequences if I do something wrong.	Transactional	8%	33%
9	9. When my boss / leader works hard and always does more than necessary for the good of the team so I myself feel more motivated to do the same.	Transformational	7%	30%

10	8. When my boss / leader is strict and watches me closely.	Transactional	1%	5%
		Authoritarian		
11	Other - When there are no toxic people in my working environment.		< 1%	1%

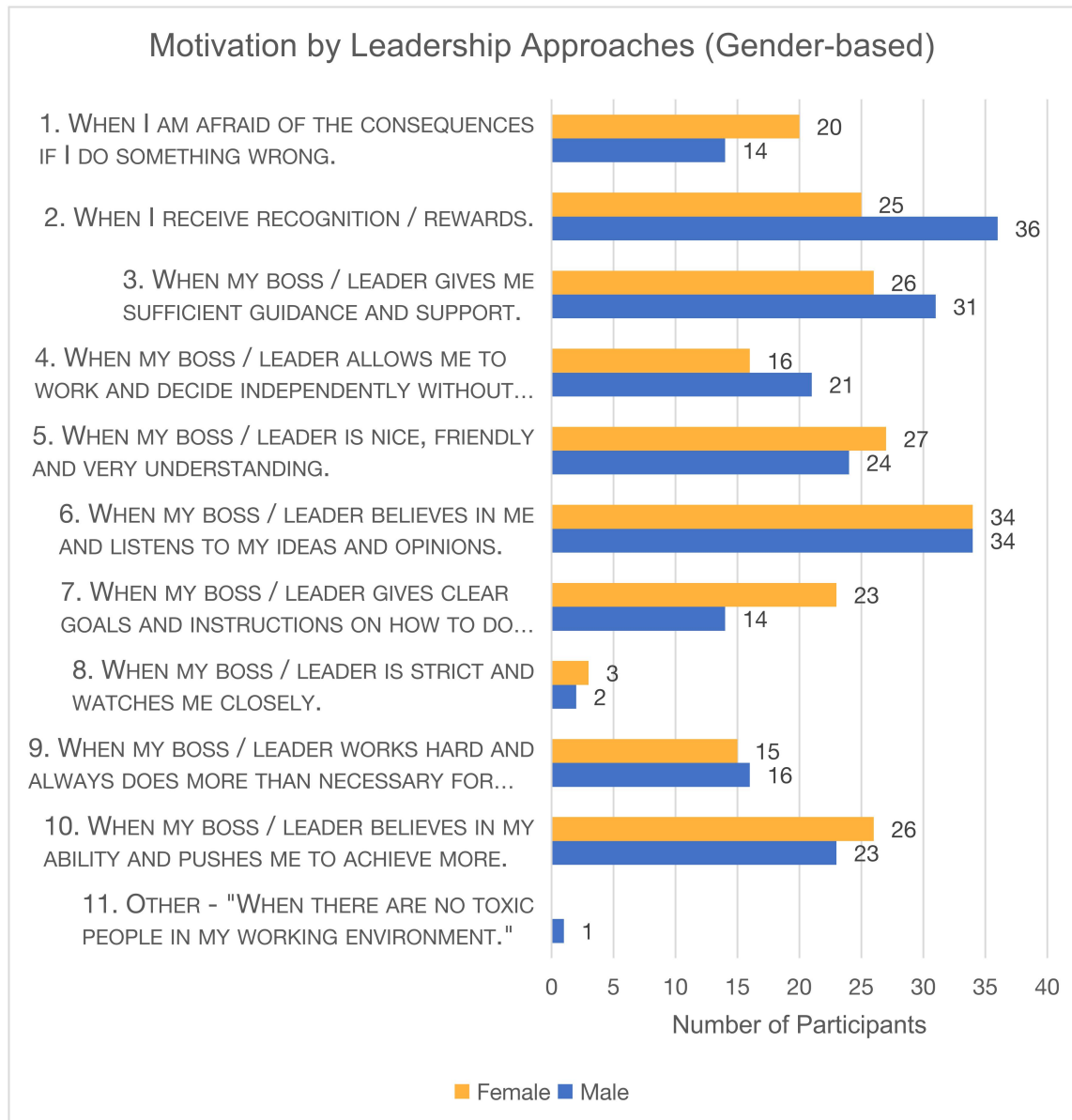


FIGURE 28. Male's and Female's Motivation Affected by Leadership Approaches.

#### 4.5 Gender Imbalance in Management field: Preliminary Explanations

The most voted reasons for gender imbalance in management field are due to gender discrimination toward woman in workplace (18%), family responsibilities

(16%) (these are also the two opinions that men agree the most), women's struggle to prove themselves / earn the same respect as men (15%) (which is also most shared among female participants), and the lack of promotion in female leadership at early ages (11%). The least favored notion is the belief that women are not tough/ambitious/competitive enough for business (3%). Aside from the given reasons, there are other comments that have been made by a number of participants (Table 5).

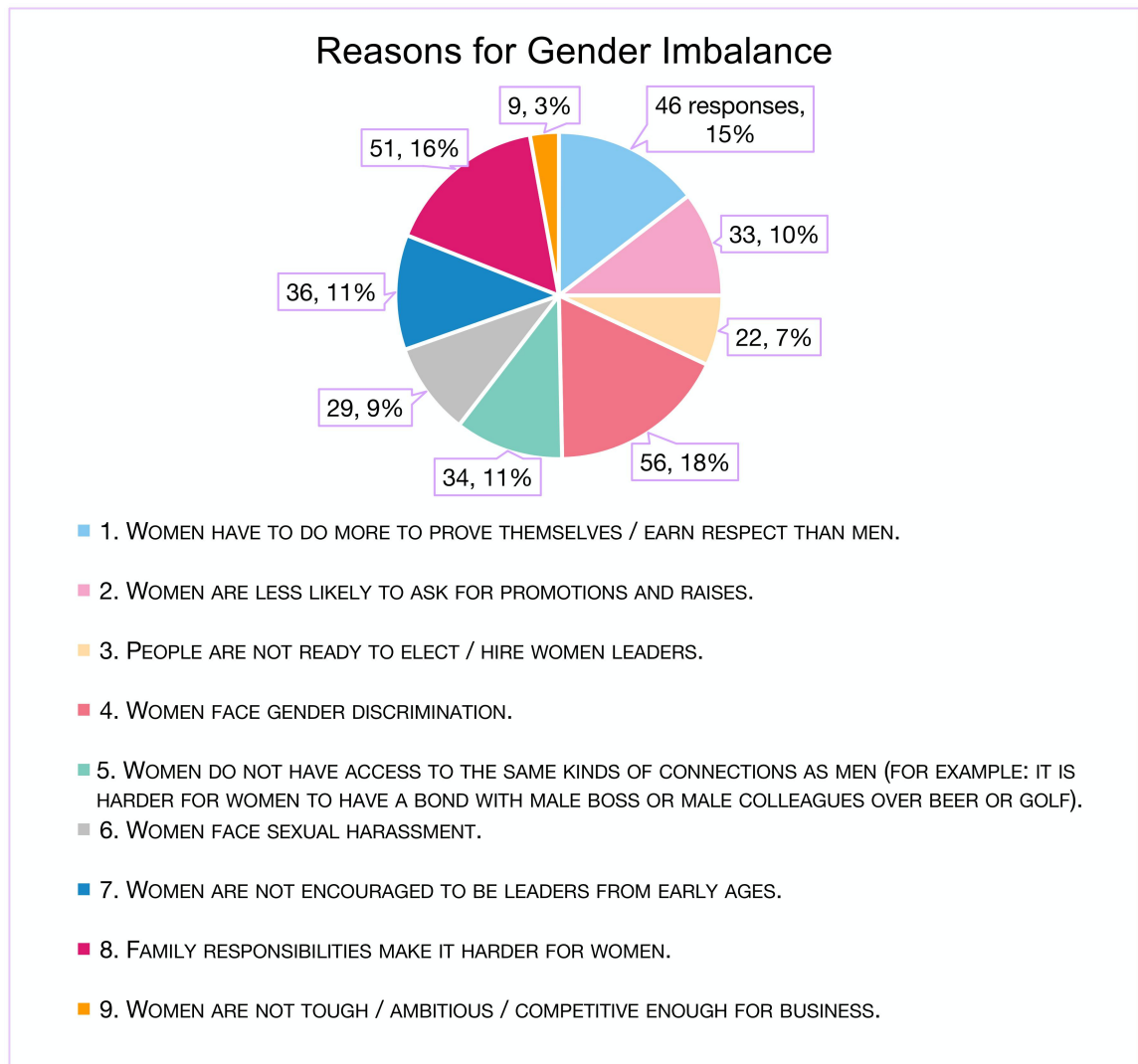


FIGURE 29. Reasons for Gender Imbalance in Management field.

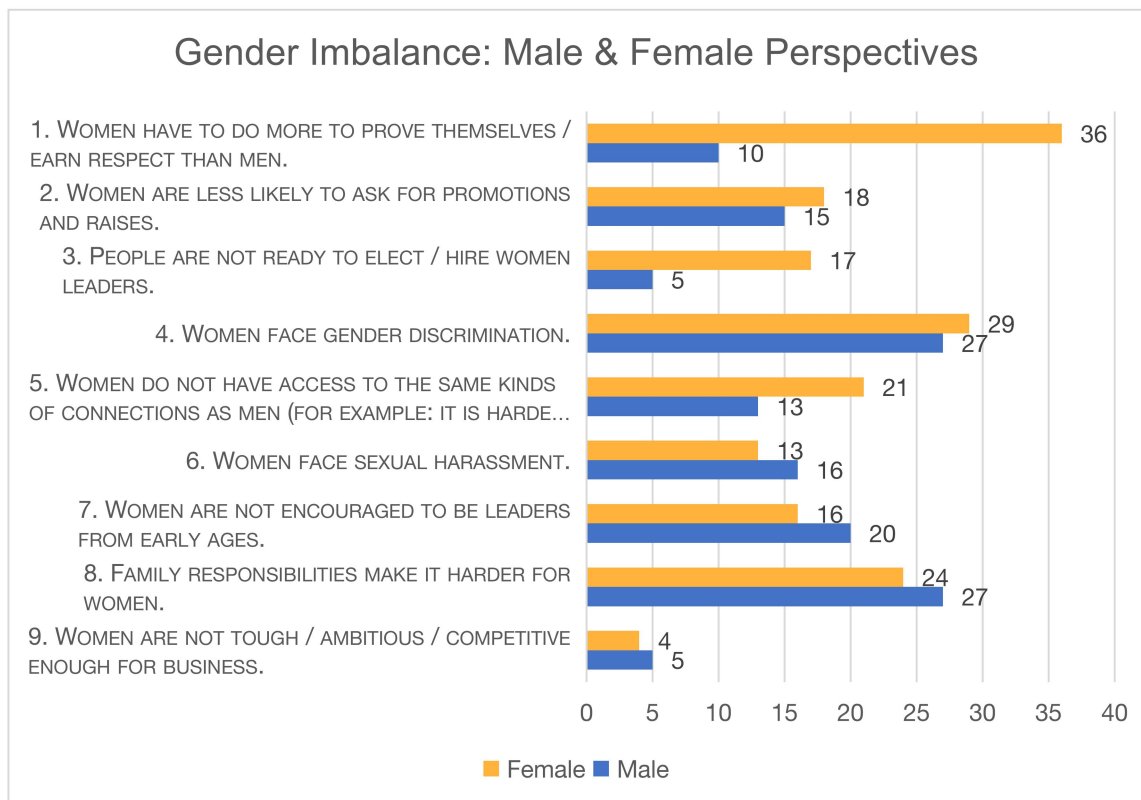


FIGURE 30. Male and Female Perspectives on Gender Imbalance in Management field.

In addition to the given reasons, there are other comments about why there is a lack of female leaders that have been made by two female participants and eight male participants.

TABLE 5. Reason(s) for Gender Imbalance: Lists of Comments from the "Other" option box.



Female		
	Answers	Interpretations
1	"Women bring selfishness, jealousy and personal thought into making their decision."	Women possess undesired characteristics that could lead to irrational decisions.
2	"I have been working fifteen years in ICT industry, many times as an only woman in the team. I have never seen any obstacles or problems in getting promoted or leading a team consisting of men. I think it is mostly about the preferences, willingness and interest towards leadership positions that is the problem."	There are no valid reasons for gender imbalance in management field besides the lack of "preferences, willingness and interest towards leadership positions" (that appears in women).
Male		
1	"Lack of clarity in what career path would guide them to leadership and the practical of that career path, plus social support. Maybe also the media doesn't portray woman as the hero or leader often enough, and they have from a young age been subconsciously programmed to assume that leadership is not for them."	Women lack information on how to advance to managerial positions as well as receive insufficient social support and encouragements for leadership at a young age.
2	"Women should be more often told that they can be very good leaders (my best manager/supervisor so far was a woman)"	Lack of acknowledgment toward female leadership.
3	"In my country women is powerful and have same respect like men"	Women are as powerful and as respected as men, i.e., no apparent reasons for gender imbalance in management field.
4	"As women are the ones that usually stay home taking care of small children, they lose a few years from their professional career and therefore gain less competence"	Family responsibilities affect women time for professional career.

	in average as men.”	
5	“The number of women in the corporate work force is still much lower than men so obviously their number in managerial positions is also lower”	The female corporate workforce is much lower than that of men.
6	“I think that they are not viewed as good leaders due to their warmth which is a pity (a good leader should be warm) but I guess people associate that with an inability to keep others disciplined (I am not sure)”	Women are viewed as emotional individuals, thus, are considered to be incapable of managing others.
7	“Perception: Society tends to favor men as leaders.”	Society’s preference for male leader.
8	“Too agreeable”	Women are too easily persuaded.

#### 4.6 Perceptions towards Male and Female Management

The respondents were asked, on a mandatory open question to share their opinions on male and female leadership, i.e., which one do they prefer, or gender does not matter and why.

A significant majority of participants accounts for roughly 70% claim to not attach any importance to their leader’s sex. 14% of the respondents prefer female leaders and 6% favour male leaders. 1% of the participants claim to only trust themselves and do not prefer to have a leader regardless of their gender. A number of respondents accounts for 5% provide answers on which leadership factors they value, however, do not state their exact gender preference(s).

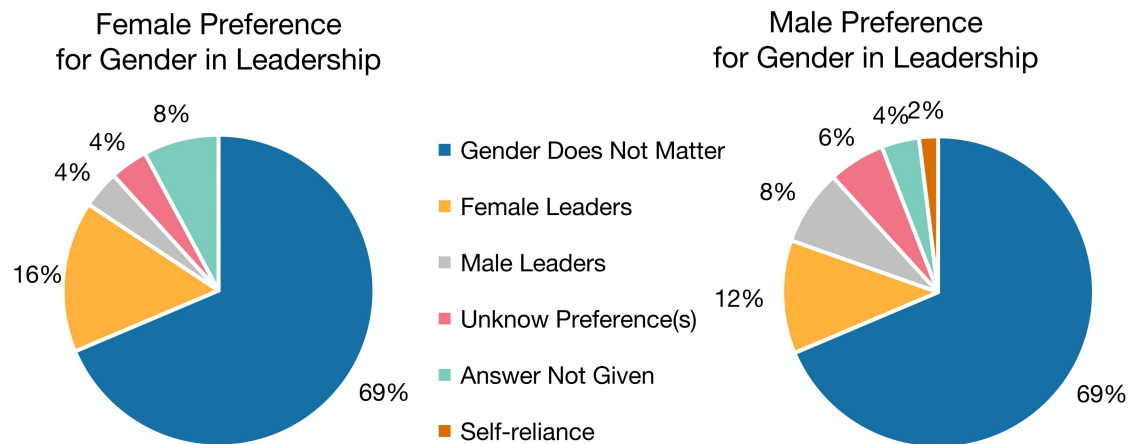
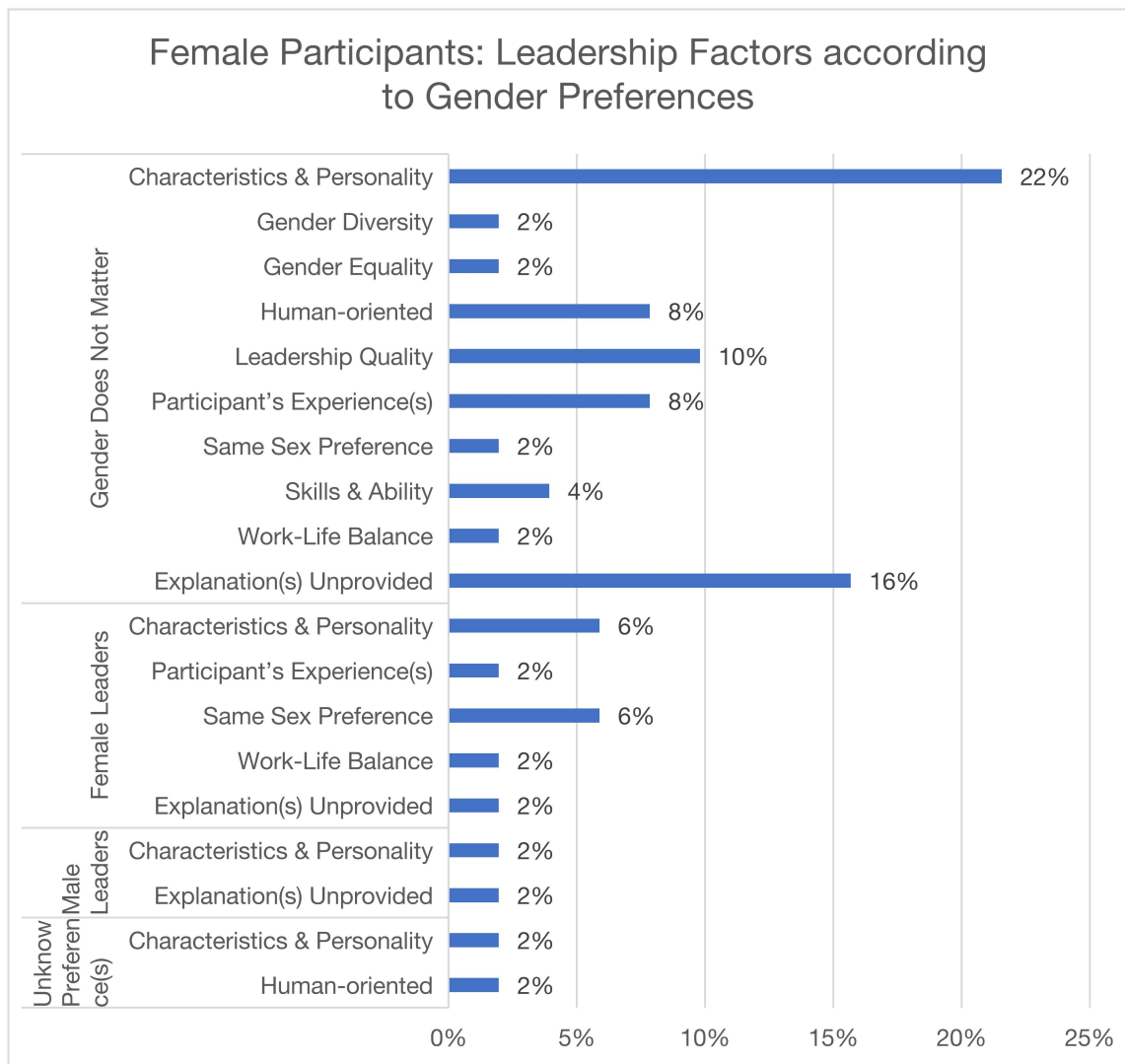


FIGURE 31. Preferences for Gender in Leadership.

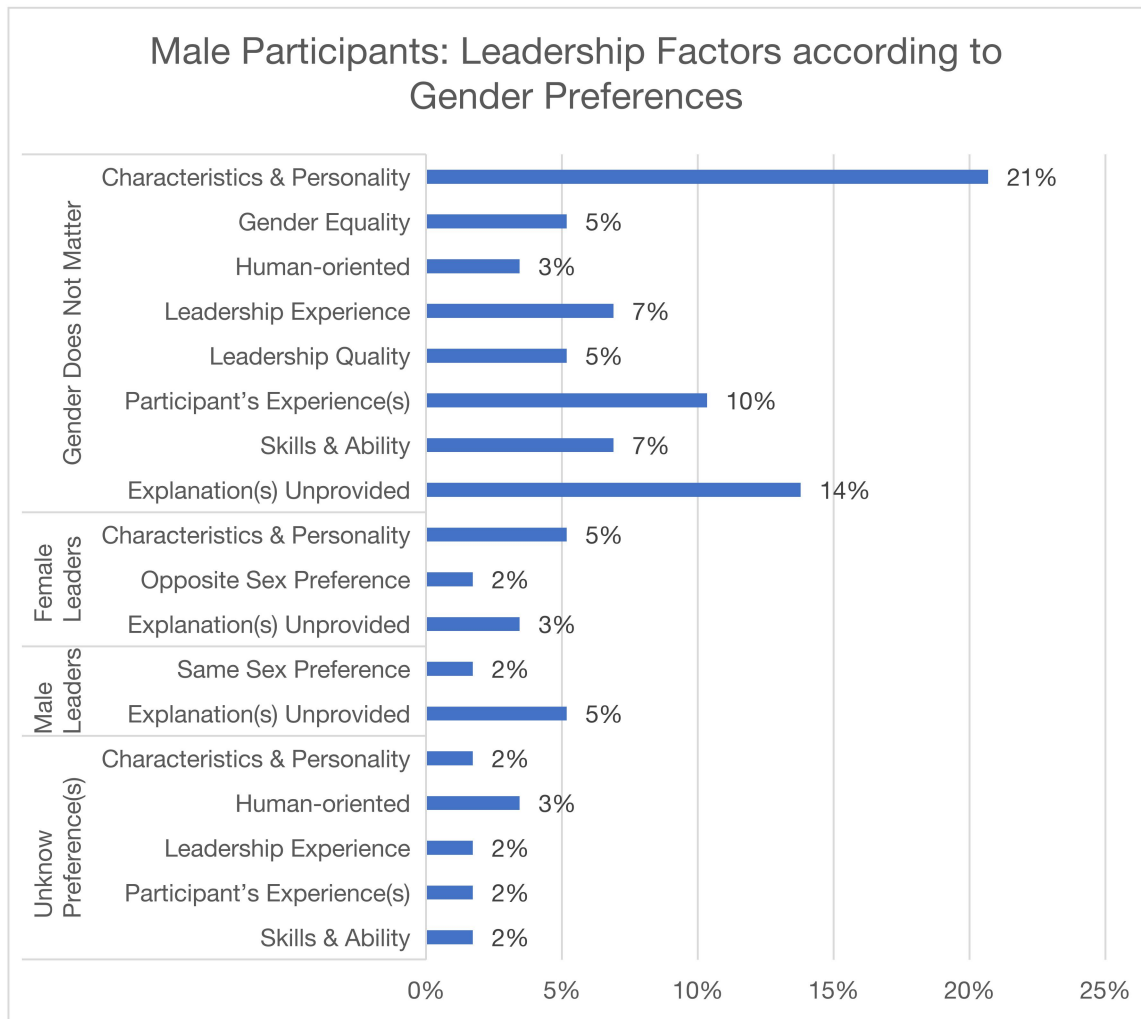
The various factors that participants use to assess (successful) leadership can be summarized as follow:

- Characteristics & Personality: How the leaders' attributes affect their leadership approaches and how they enhance group performance and the harmonious relationship among team members.
- Human-oriented: A human-oriented leader (as opposed to a task-based approach) is someone who value their employees, e.g., their talents, professional growth, well-being, etc., and possess the ability to inspire and motivate others.
- Leadership Quality: The effectiveness and the compatibility/relevancy (to the requirements of the jobs and the needs of team members) of leadership approaches.
- Participant's Experience(s): How personal experiences shape one's gender preference(s) in leadership.
- Same Sex Preference: Due to e.g., the shared experience(s), the comfort and security in working with leaders of the same gender.
- Opposite Sex Preference.
- Skills & Ability: How one's competence/proficiency affects their leadership capabilities.
- Work-Life Balance: (Female) leaders who can maintain a well-managed work-life balance have a higher chance of inspiring team members, thus, gain more favor.

- Gender Diversity: How gender diversity contributes to the enhancement of management processes.
- Gender Equality: Leadership capabilities is not affected nor should it be determined by gender, i.e., gender equality and fair competition should be guaranteed (in management field).



**FIGURE 32. Leadership Capability Assessment Factors Applied by Female Participants.**



**FIGURE 33. Leadership Capability Assessment Factors Applied by Male Participants.**

## **5 DISCUSSION: HOLISTIC PROFILES OF MALE AND FEMALE LEADERS**

Without discussing the reasons why yet, the number of women in leading positions is still generally much lower than of men. We often associated high ranking positions with high level of education, and in the past, due to old-fashioned customs that often related to gender discrimination, women in many parts of the world were not able to obtain higher education or even basic ones, thus were believed to be incapable of being good leaders. For the past couple of decades, the percentage of women participating in and graduating from higher educations has increased significantly (“In 2017, women accounted for 54% of all tertiary students in the EU-28” (Eurostat 2019)), however, the percentage of women in leading positions still has not acquired such a breakthrough (according to a comprehensive study conducted by Mercer in 2020, less than 30% of senior managers are women).

This reality has also been partly shown through the data collected in this study. More than half of the respondents who have participated in higher education (52%) are female, in which, women who have acquired a Bachelor’s or a Master’s degree account for a higher percentage than men, and the number of participants with doctoral degrees is equally distributed between the sexes. However, the percentage of women (37.5%) in management positions is considerably lower than men (62.5%).

These compelling statistics have shown that education level and the amount of knowledge are not necessarily the determining factors in facilitating one’s admission to higher positions when it comes to female workers. So, was it due to the believe that women do not possess proficient leadership skills and capacity that hinder one’s promotion opportunities in management field? In fact, it is because of this very reason that women were not allowed to receive an education in the old days, and are still not allowed in some backward and underdeveloped regions of the world. This research advanced deeper into the issue and dissected the connection between gender and leadership capability with the ultimate goals of eradicating gender boundaries in management field and further enhancing leadership quality in organizations.

## 5.1 Leadership Styles in relation to other Leadership Aspects

The results (drawn from a diverse sample of participants) has shown a staggering resemblance between men and women in terms of leadership styles and other aspects, though there are minor differences in how they execute their approaches. The order from most adopted to least adopted leadership approaches is identical between men and women: Transformational → Democratic → Transactional → Laissez-faire → Autocratic. It is worth stressing that the comparisons of male and female leadership styles in this section are based on mostly very slight differences between the two genders, e.g., when it is said that women are more inclined to use technique A than men, it usually means that women are just at a slightly higher level, and does not mean that men do not possess the same inclination or possess it at a much lower level than women.

TABLE 6. Leadership Styles Tendency.

Leadership Style	Mean		
	Female	Male	Overall
Transformational	12.3	12.7	12.5
Transactional	10.6	11.0	11.0
Democratic	11.8	11.6	11.7
Autocratic	9.8	9.6	9.7
Laissez-faire	10.1	10.2	10.2

In terms of definitions and constituent concepts, at first glance, Transformational and Transactional leadership styles are seemingly contradictory, that a person who has a proclivity for one approach will be less likely to adopt the other and vice versa. It has been claimed in a number of studies that Transformational characteristics appears more prominent in women while men show stronger qualities of Transactional leadership technique (Eagly 1980s-1990s, Silva & Mendis 2017, etc.). However, the two leadership methods' characteristics in themselves are not mutually exclusive, in fact, they have a strong positive correlation ( $r = 0.516, sig. < 0.01$ ) (this correlation has been tested before in other studies made by e.g., Awamleh, Evans & Mahate 2005, Pieterse et al. 2009, Jangsiriwattana 2019, etc., with the same conclusion). This relationship

between the two leadership approach although is notable in both genders, is particularly more prominent in men, which explains why although male and female is very similar in their tendency to use Transformational and Transactional leadership techniques, men nevertheless show a slightly stronger proclivity for both of them.

Besides the foreseeable correlations between Democratic – Laissez-faire (shown more clearly in men) and Transactional – Authoritarian (shown more clearly in women) that occur in the leadership styles of both sexes, there is an additional connection between Democratic and Transactional that only appears in men, i.e., it can be expected that male Democratic leaders have a high chance of also displaying strong Transactional traits and vice versa, while this is relatively unlikely to happen with women.

TABLE 7. Inter-Correlation among Five Leadership Styles.

	1	2	3	4
1. Transformational				
2. Transactional	0.516**			
3. Democratic	0.202*	0.196*		
4. Authoritarian	0.179	0.309**	0.205*	
5. Laissez-faire	0.162	0.045	0.404**	0.141

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

TABLE 8. Inter-Correlation among Women's Leadership Styles.

	1	2	3	4
1. Transformational				
2. Transactional	0.434**			
3. Democratic	0.197	0.019		
4. Authoritarian	0.154	0.365**	0.173	
5. Laissez-faire	0.182	0.072	0.336*	0.127

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

TABLE 9. Inter-Correlation among Men's Leadership Styles.



	1	2	3	4
1. Transformational				
2. Transactional	0.609**			
3. Democratic	0.228	0.380**		
4. Authoritarian	0.215	0.288*	0.221	
5. Laissez-faire	0.140	0.013	0.465**	0.156

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

### 5.1.1 Transformational and Democratic

As could be expected, Transformational and Democratic leadership approaches are claimed to be the most applied by participants of both genders. In recent years, these techniques have gradually become dominant among various other types of leadership and are frequently promoted in most organizations. The reasons for this are quite apparent, from a theoretical standpoint, the concepts regarding the relationship between leaders and members that these two methods convey are certainly ideal in working environment. Both approaches are human-oriented, which means they focus on developing the aspects related to human resources, through which to improve work performance and productivity. Synergy is the key, individual capacities are holistically utilized rather than heavily rely on the competence of leaders alone. The methods aim toward a harmonious relationship between leaders and team members, where Transformational leaders become mentors and exemplary individuals that serves as inspirations to their subordinates, and Democratic leaders strive for inclusion and empowerment among team members. Both styles could significantly improve workplace motivation and creativity level if applied intelligently.

To recapitulate, a majority of participants claimed to be more motivated when they feel heard and validated, this is most associated with Democratic leadership techniques, which men and women both applied frequently, nevertheless, women are at a slightly higher level. While men claimed to be more willing to let others challenge their ideas and opinions, they do not often

follow through with it, women on the other hand, are less welcoming when their judgments and decisions are questioned, however, are more likely to actually consider others' propositions into applying them. This is also reflected in the decisiveness of men and women, men are often more decisive and more determining in their decisions, which can expedite the decision-making process, especially in time-sensitive tasks, however, more effective solutions might be overlooked and negative emotions are likely to emerge among subordinates. This has perfectly and concisely encapsulated the benefits and risks while applying Democratic techniques. This method allows leaders to recognize and utilize individual's fortes while also raise empowerment among team members (which is considered the most essential factor, especially in the female population, in improving employee's motivation), however, since it is highly community-based, excessive use of the method can sometimes create stagnations and/or disorientations in decision-making and working progresses.

In addition to being trusted, being provided with sufficient guidance and support from leaders are also highly appreciated by most participants, although this approach is a part of Democratic techniques, it is more prominently shown in Transformational leaders. In this aspect, women are more inclined toward Democratic approach and men toward Transformational, i.e., women promote independence in working, encourage and facilitate employee's participation and critical thinking while still provide feedback and support when needed, whereas men focus more on rapport building and active interactions with subordinates to help guide them in the right direction both in terms of works and professional development.

Compare to women, men, on the whole, possess a stronger proclivity for applying Transformational method, however, the consideration for work ethics is shown more pronouncedly in female participants who tend to consider the consequences of their actions and decisions in that aspect. On the other hand, men as Transformational leaders are more invested toward group affairs. They are willing to spend more time and effort, even when not needed/required to support other team members (e.g., actively involve in and help resolve any rising issues in other team members' works), which can serve as an inspiration to employees who will in turn show more dedication themselves. However, the

increase in work productivity generated by this approach is not particularly significant compare to other methods, hence, might not worth the (considerable) effort required of leaders. It can even be counterproductive since subordinates might develop a dependent tendency and become more passive in group works (Lin, Scott & Matta 2018), which in turn can cause great damage to their overall personal development.

In nature, Transformational leadership style is a combination of other methods (Yukl & Fleet 1992). It consists of various leadership concepts that while seem ideal in theory, are not entirely correlated. Thus, the method is difficult to train or teach since it can be challenging for one to become adept at all the attributes required of a Transformational leader, e.g., emotionally intelligent, charismatic, energetic, inspiring, persuasive, passionate, etc. They are not only committed to helping the organization to achieve its goals, but also helping team members to realize and reach their full potential. It is an arduous and time-consuming process to generate changes/transformations within individuals and/or organizations, especially positive ones, which is the burdensome responsibility that Transformational leaders are expected to bear, hence, could easily and inadvertently put them into a state of mental/emotional exhaustion (Lin, Scott & Matta 2018). Not everyone can fulfill in its entirety the demanding requirements of being a Transformational leader, however, that does not prevent people from utilizing the ideal of this method and the effects it has on employee's motivation and satisfaction to manipulate others' impressions of themselves as capable and compassionate leaders (Yukl 1999). Professionally unqualified but (highly) charismatic individuals can still be mistakenly perceived as one who possesses strong Transformational qualities by others, and promoted to high-ranking positions, which can lead to negative effects considered their lack of genuine leadership capability in other aspects. Although being charismatic, persuasive and influential are no doubt crucial, nevertheless, are insufficient to successful leadership, especially in the long term, without proper knowledge/skills and work ethics.

### **5.1.2 Transactional**

Transactional method describes a clean approach to leadership, which is an exchange of benefits between leaders and subordinates. This method, which operates mainly on the reward/penalty arrangement as the main source of incentives, is simple and straightforward, hence, is highly manageable and effortless to put into implementation (Sultana et al. 2015). More importantly, the approach of using personal interests (usually monetary values) as motivation leverage has always proved to be highly effective. Both parties (leader and subordinate), driven by the pursuit of their own self-benefits, will have a higher sense of responsibility since they themselves will be accountable for whether those benefits are achieved directly through the quality of their own performances.

Transactional approach is the third most used leadership method among participants, and like Transformational, it is more prominently applied by men. The techniques that Transactional method promotes create conflicting effects on employee morale. Financial benefits is unquestioningly one of the most critical incentives, however, the strict control that often accompanies it receives exceptionally negative reactions from participants. Unsurprisingly, being given rewards and recognition are claimed to be a much more effective source of stimulation than receiving punishments. However, there is a distinct difference between men and women in this aspect, men show an apparent predilection for rewards and benefits gained through high-quality accomplishment, while women are noticeably more apprehensive about the reprimands or punishments they might receive as consequences for their mistakes or insufficient performance, which is consistent with women's high sense of work ethics. Both genders as leaders advocate the idea of giving rewards and recognition for completed goals, however, men place more emphasis on the keeping track of deviations/errors in employees' work progress and are more likely to give out punishments.

As was established, women strongly value professional ethics, and since we as humans have a habit of applying our own thoughts and experiences to speculate on others', it can be anticipated that female leaders would often expect their subordinates to possess relatively high sense of moral and responsibility as well. As a result, women are less likely than men to apply a rigid supervision on their

employees and instead, promote independence and critical thinking when working.

Transactional leadership approach focuses on short-term planning where tasks and instructions are specified clearly by leaders, and employees tend to rely constantly and completely on their commands to carry out daily works. This in turn will create a foreseeable negative effect – subordinates over time will become more of a working machine following orders instead of developing their own individual thinking and work motives. They rarely have any desires of their own (other than direct economic interests) to perform needed tasks without external impulses (Goethals et al. 2004, 304). And since initiatives/suggestions are not rewarded as much as successful job completion, a decline in creativity and innovation level among team members is bound to transpire over time (Deci & Ryan 1987). However, studies and researches regarding the influences of Transactional and Transformational leadership on the incitement of innovative acts have produced conflicting results, the relationship is considered to be positive in some and negative in others (Pieterse et al. 2009). In terms of work motives, figures have shown that greater than the need for financial benefits is the desire for professional development and personal growth, which Transactional leaders can scarcely provide for their subordinates since the method is mostly task-based rather than human-oriented.

### **5.1.3 Laissez-faire**

Laissez-faire management method allows and provides team members with the most power and authority over their own work approach and decision-making processes. This leadership technique emphasizes on independent working, which as we learned, is also highly promoted by women leaders, however, it is the male population that has a higher inclination to adopt Laissez-faire principles in their leadership approach. Women possess a particularly strong sense of work ethics and responsibility toward their jobs as well as their employees, which contrasts with Laissez-fair leadership mindset where leaders themselves tend to repudiate responsibility and remain mostly passive toward group affairs (Bass & Avolio 1990). Men, on the other hand, believe that their

subordinates should and must be able to take responsibility for their own actions and decisions. They are also less demanding and more accepting toward their team members in terms of work objectives and performance standards, while subordinates under female leaders are often met with a more uncompromising approach in setting more challenging goals.

The most notable negative effect caused by Laissez-faire approach and insufficient leadership is the erosion of organization, uniformity and synchronization between team members leading to the formation of an unstable and disoriented system. Being given space and freedom to create and develop is highly appreciated by participants and can notably enhance workplace inventiveness and morale, nevertheless, a complete level of independence eliminates crucial guidance and support from leaders which directly affects employee's productivity and work performance. The over exploitation of Laissez-faire techniques can also lead to the deterioration in employee's trust toward their leaders who appear to be unable to show competent leadership skills and capability, however, this impression can be briskly remedied through a prompt change in managerial approach (Breevaart & Zacher 2019, 400).

#### **5.1.4 Authoritarian**

The high level of control in Authoritarian management style is characterized by the concentration of power in the hands of one or few people over the collective crowd. Leaders are the ones who retain control over the decision-making process, during which, group members' opinions and initiatives are often suppressed in favour of the leader's own will (Ardichvili & Kuchinke 2002).

It is not surprising that Autocratic technique is the least popular practice due to its imposing, forceful nature which is often considered negative when working in a team-based environment. However, Autocratic leaders do possess some advantages that other do not. The management style facilitates quick and effective decision-making processes, provided that the leaders in themselves are highly capable individuals (Wang & Guan 2018). If your organization is exposed to a "dilemma" that requires immediate responses and does not have

time to consult the collective, then authoritarian leadership might be the best solution. Accordingly, the head management will personally devise the most optimal plan and members are to follow their instructions. As a result, prevent businesses or projects from stalling due to poor organization or lack of consistency.

Have you ever been a part of or encountered a team consists of rather competent members but could not complete a project due to the team leader's lack of organizational capacity and inefficiency in establishing deadlines? In these events, Authoritarian leaders will have such a great deal of influence that individuals are forced to fulfill their assigned tasks on time. The demanding nature of Autocratic leaders also requires members of the organization to constantly hone in on their skills and ability for effective performance, ultimately conducive to the success of the entire team. In reality, situations where strong leadership is critically required arise with a surprisingly high frequency, unfortunately, the supposedly negative effects that this method is widely known for has prevented many leaders from applying it when it is most needed.

However, on the downside, those who overly exploit this leadership style will easily lead the group to disagreement and discontentment among team members, since they tend to ignore new proposals and not consult with other members. More importantly, Autocratic leaders are prone to obtain goals by dint of non-encouraging and/or forceful measures (Baughman 2008). Consequently, members will feel that their skills and opinions are not respected and satisfied. Moreover, there has been various researches pointing out that the authoritarian nature of leaders can adversely affect and/or eliminate the formation and application of innovative ideas (Guo et al. 2018), thus, compromising the team's overall success.

Due to the mentality that “other people are innately unwilling to get involved and are basically unreliable” (Kolzow 2014) which Autocratic leaders commonly possess, they often feel the need to push others to achieve higher goals and performance. This attribute is more prominently shown in women than in men. Despite common believe that handling demanding tasks might increase pressure and stress level among team members, the method is rather effective

in enhancing work performance and raising motivation level, since employees often associate task difficulty with self-competencies and the level of trust they receive from their leaders. Other studies have also concluded that setting reasonably arduous tasks and/or objectives will lead to more effort and attention being spent on processing the work, hence, effectively promote one's self-learning curve (Locke & Latham 2002).

Autocratic approach can expedite decision-making processes when needed, nevertheless, not consulting with other team members regarding group work-related matters is most avoided by participants, especially by woman (which is in line with the earlier finding that women have a stronger tendency to make decisions based on majority consent). Supposed positive effect of not being included in the decision-making process on the subordinate's side is that they can avoid spending considerable amount of time and effort, which can be used for other essential works, in dealing with strenuous decisions, hence will not be held responsible for faulty choices made by their superiors. Since Autocratic leaders tend to impose their visions on others, employees are often provided with transparent goals and detail instructions to (strictly) follow which actually exert a positive influence on their work efficiency (female subordinates especially prefer this approach). However, on the whole, Authoritarian leadership is not necessarily effective in raising employee's motivation level, especially when compare to other given methods in the survey. As Autocratic leaders, women are also more passionate about their ideas and opinions, thus, feel highly motivated when they themselves (as subordinates) as well as their proposals and suggestions are being considered and taken seriously.

In general, Authoritarian leadership has become gradually not as popular as it once was for many reasons, e.g., today's workforce is better educated in skills and knowledge, and the development of knowledge industries are encouraging decision-making at all levels, which lead to the dominance of Democratic and Transformational leadership styles in most organizations since they know how to combine the opinions of members and leaders. However, we should not be in a hurry to give up the practice of Authoritarian leadership techniques, especially in urgent cases.



The 16th President of the United States, Abraham Lincoln, is one of the prime examples of Authoritarian style of leadership because of the many autonomous decisions he made during the Civil War. Although he was not a dictator, he was placed in a difficult time in American history (1861-1865), a time that demands a daring president who was willing to make difficult and time-sensitive decisions, and Lincoln at the time had risen to become the Authoritarian leader the country needed.

In the field of business, we can include famous founders such as Sam Walton of the world's leading retail group Walmart, Ray Kroc of the fast-food franchise McDonald's or Larry Ellison of technology giant Oracle, etc. They are the leaders who pursue Autocratic style from manufacturing processes to developing the customer base, thus paving the way for the prosperity of their companies as can be seen today.

## **5.2 Leadership Personality: Inter-correlation Relationships among Male and Female Leadership Traits**

There is no definite combination of characteristics that we can completely ascertain or establish as the most optimum in guaranteeing successful leadership, we can only choose which qualities currently best suit the nature of our works and personal goals, which can change constantly. The ten traits presented in this study were chosen mainly for their relevancy to the leadership styles used in the research. These attributes or other unmentioned ones, in any case, are learnable/teachable and can be acquired and cultivated e.g., through experience and through practice.

The inter-correlation relationships between ten leadership traits appear more in men, however, are more closely linked in women. There is a particularly strong bond between ambitious and socially confident among female participants. Men are more ambition driven than women, which might be contributed by the lack of socially confidence in women compare to men. The notion that is considered by participants to least likely be the cause of gender imbalance in management field is “women are not ambitious/competitive enough” (compare to men),

however, given the statistics, this could be one legitimate explanation to the issue.

In women, conscientiousness appears to be the key characteristics that has relatively strong influences on various other attributes (and vice versa). Female participants who are diligent/patient have a high chance of also being competitive, confident, ambitious, creative and stress resistant, respectively. While in men, most of these traits (socially confident and stress resistant excluded) are most associated with the quality of attentiveness. In addition, male participants display three more notable correlations in their leadership traits tendency, which are between expressiveness – decisiveness, conscientiousness – competitiveness and confidence – ambition. On the whole, in terms of statistical analysis, socially confident women and attentive men have a high chance of demonstrating a comprehensive set of leadership qualities, thus, have a strong potential to become capable leaders.

TABLE 10. Inter-Correlation among Female Leadership Traits.

	1	3	4	5	6	9
1. Compassionate / Empathetic	—					
2. Attentive / Meticulous	.283*					
3. Creative / Innovative		—				
4. Ambitious			—			
5. Socially confident		.287*	.723**	—		
6. Stress resistant				.354*	—	
7. Decisive			.368**	.283*		
8. Expressive / Intuitive		.283*	.318*	.346*		
9. Competitive						—
10. Diligent / Patient		.418**	.448**	.536**	.369**	.588**

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

TABLE 11. Inter-Correlation among Male Leadership Traits.

	1	2	3	4	5	6	7	8	9
1	—								
2	.309*	—							
3		.393**	—						
4		.395**		—					
5				.420**	—				
6						—			
7			.281*	.297*	.296*	.308*	—		
8	.283*	.297*	.383**	.364**			.455**	—	
9		.422**	.371**	.400**					—
10		.468**	.365**					.358**	.441**

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

Dissecting different leadership styles, it can be observed that dissimilar to other methods, Transformational leadership emphasizes more on developing the characteristic aspect (e.g., compassionate, conscientious, charismatic, and other advantageous attributes) of leaders in lieu of concentrating primarily on specifying the management procedures to follow. It is expected if not demanded of leaders to possess a holistically desirable personality, which serves as a critical tool to accomplish the most elemental objectives of Transformative leadership, i.e., to build trust, to inspire and to influence others. In this study, the result is consistent with this theoretical framework, i.e., Transformational approach comparatively possess the most closely linked relationships to leadership traits.

Men, as Transformational and Transactional leaders, are especially expressive (a prominent sign of confidence), i.e., able to openly interact and express their internal thoughts and feelings (without being overly apprehensive about other people's opinions), diligent and meticulous, while women are particularly compassionate/empathetic (e.g., prioritize others' well-being and mental health besides work performance, able to detect (subtle) changes in others' emotions

and behaviors, etc.), and conscientious as Transformational leaders. Being a compassionate leader can significantly improve the quality of employees' performance. There are multiple issues derived from other factors outside of managerial aspects that could exert negative influences on employees' motivation and job satisfaction such as personal adversities, workplace dynamics/conflicts, high amount of workload, etc., that can be detected and corrected by a compassionate and attentive leader to provide a more satisfactory work environment for all involved.

TABLE 12. Inter-Correlation between Female Leadership Styles and Traits.

	Transformational	Transactional
Compassionate / Empathetic	.486**	
Attentive / Meticulous	.286*	
Creative / Innovative		.312*
Ambitious		
Socially confident	.365**	
Stress resistant	.304*	
Decisive		
Expressive / Intuitive		
Competitive		
Diligent / Patient	.452**	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

TABLE 13. Inter-Correlation between Male Leadership Styles and Traits.

	Transformational	Transactional	Democratic	Laissez-faire
Compassionate / Empathetic	.344*		.279*	.318*
Attentive / Meticulous	.414**	.356*		
Creative / Innovative	.324*			
Ambitious	.301*	.322*		
Socially confident				
Stress resistant				
Decisive		.295*		
Expressive / Intuitive	.528**	.432**		
Competitive				
Diligent / Patient	.472**	.436**		

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

## 6 CONCLUSION

The social world and especially the work market is constantly going through some sort of change or renewal and the interpretive paradigm views that it can continuously be improved, thus, an all-encompassing formula for leadership that can optimally serve the needs of different fields and different objectives does not exist. Leadership compatibility/relevancy, i.e., the ability to transform and adapt to volatile management situations is what is critically required of leaders today and is the key to successful leadership. Leaders should not limit themselves to specific sets of management approaches but need to be open and learn to utilize different methods as well as recognize situations in which to use them accordingly. The results have shown a range of effective leadership techniques derived from different managerial styles that when intertwiningly exploited, can exponentially enhance work performance and productivity. Flexible management has also been emphasized and methodically analyzed in Situational leadership theory by Blanchard & Hershey and in Fiedler's Contingency model of leadership, where the relationship between leaders and subordinates or rather the readiness of employees dictates the corresponding leadership approaches. In a holistic point of view, diverse management will be an advantage to organizations as it will effectively add to the flexibility of the system. A study by BCG in 2017 has shown a definite result that companies with more (gender) diverse teams of management significantly increased their innovation performance/revenue, i.e., the benefits and profits they actually achieved through innovation. However, this correlation happened only when there are at least 20% of woman in management positions (not employees).

From a managerial point of view, we see different leadership techniques and measures, though from employees' perspective, these techniques are shown most transparently through the characteristics and personalities of leaders, which dominantly surfaced as the most critical factor in assessing successful leadership among participants. Transformational leaders can be seen as devoted and passionate individuals, while Laissez-faire approach is often interpreted as friendly, understanding and/or irresponsible. More than leadership experience or even skills and abilities, subordinates will be drawn toward leaders who holistically demonstrate desirable characteristics (the

qualities that are highly appreciated among participants are empathetic, understanding, trustworthy, professional and responsible). Apart from personality, employees naturally prefer leaders who show real consideration toward their abilities and/or opinions (especially criticism), and who can produce meaningful transformations within themselves and their subordinates. When you take an interest in people, you will receive the corresponding responses, an employee who is valued will, in turn, create values for the company.

## REFERENCES

- Adriansyah, M.A., Setiawan, M. & Yuniarinto, A. 2020. The Influence Of Transactional Leadership Style and Work Culture on Work Performance Mediated by Work Motivation. *Journal of Applied Management* 18 (3), 563-571.
- Akparep, J.Y., Jengre, E. & Mogre, A.A. 2019. The Influence of Leadership Style on Organizational Performance at TumaKavi Development Association, Tamale, Northern Region of Ghana. *Open Journal of Leadership* 8, 1-22. Scientific Research Publishing Inc.
- Ardichvili, A. & Kuchinke, K.P. 2002. Leadership styles and cultural values among managers and subordinates: a comparative study of four countries of the former Soviet Union, Germany, and the US. *Human Resource Development International* 5 (1), 99-117. Taylor & Francis Ltd.
- Avolio B.J. & Bass, B.M. 2002. *Developing Potential Across A Full Range of Leadership™: Cases on Transactional and Transformational Leadership*. Mahwah. New Jersey: Lawrence Erlbaum Associates, Inc.
- Awamleh, R., Evans, J. & Mahate, A. 2005. A Test of Transformational and Transactional Leadership Styles on Employees' Satisfaction and Performance in the UAE Banking Sector. *Management Futures. Journal of Comparative International Management* 8 (1), 3-19.
- Bach, C. & Ahmed, A.D. 2014. Major Traits/Qualities of Leadership. *Innovative Space of Scientific Research Journals. International Journal of Innovation and Scientific Research* 3 (1), 47-53.
- Bass, B.M. & Avolio, B.J. 2000. *MLQ: Multifactor Leadership Questionnaire*. 2nd edition. California: Mind Garden, Inc.
- Bass, B.M. & Riggio, R.E. 2006. *Transformational Leadership*. 2nd edition. New Jersey: Lawrence Erlbaum Associates.
- Baughman, M.S. 2008. Assessment of Teams and Teamwork in the University of Maryland Libraries. *Libraries and the Academy* 8 (3), 293-312.
- Bieck, O. 2014. *Back on track! Successful management techniques to get a company out of debt pile*. Hamburg: Anchor Academic Publishing.
- Billig, M. 2014. Kurt Lewin's Leadership Studies and His Legacy to Social Psychology: Is There Nothing as Practical as a Good Theory? *Journal for the Theory of Social Behaviour* 45 (4), 440-460. John Wiley & Sons Ltd.
- Bono, J.E. & Judge, T.A. 2004. Personality and Transformational and Transactional Leadership: A Meta-Analysis. *Journal of Applied Psychology* 89 (5), 901–910. The American Psychological Association.
- Breevaart, K. & Zacher, H. 2019. Main and interactive effects of weekly transformational and laissez-faire leadership on followers' trust in the leader and



leader effectiveness. *Journal of Occupational and Organizational Psychology* 92, 384–409. The British Psychological Society.

Burns, J.M. 1978. *Leadership*. 1st edition. New York: Harper & Row.

Carlyle, T. 1908. *On Heroes, Hero-Worship and The Heroic in History*. Transcribed from the Everyman edition. London: J. M. Dent & Sons.

Eurostat. 2019. Tertiary education statistics.

Feldmann, B. 2012. Behavioral Profile of An Effective German Leader of A Global Health Company: An Exploratory Video-Observation Study. Faculty Management and Governance. University of Twente.

Goethals, G.R., Sorenson, G.J. & Burns, J.M. 2004. *Encyclopedia of Leadership*. 1st edition. California: Sage Publications.

Górska, A. 2016. Gender Differences in Leadership. *Studia i Materiały*, 20 (1), 136–144. Wydział Zarządzania UW.

Guo, L., Decoster, S., Babalola, M.T., Schutter, L.D., Garba, O.A., & Riisla, K. 2018. Authoritarian leadership and employee creativity: The moderating role of psychological capital and the mediating role of fear and defensive silence. *Journal of Business Research* 92, 219–230. Elsevier Inc.

Guterman, A.S. 2015. *Leadership: A Guide for Growth-Oriented Entrepreneurs*. 1st edition. Growth-Oriented Entrepreneurship Project.

Hersey, P. & Blanchard, K.H. 1988. *Management of Organizational Behavior: Utilizing Human Resources*. 5th edition. New Jersey: Prentice Hall.

Jangsiriwattana, T. 2019. The Relationship Between Transformational and Transactional Leadership: Employee Perceptions of Organizational Performance and Work Engagement. *Journal of the International Academy for Case Studies* 25 (3), 1-10.

Khan, Z.A., Nawaz, A. & Khan, I. 2016. Leadership Theories and Styles: A Literature Review. An International Peer-reviewed Journal. *Journal of Resources Development and Management Department of Public Administration* 16.

Kolzow, D.R. 2014. *Leading From Within: Building Organizational Leadership Capacity*. 1st edition. Self-published.

Kuhnert, K.W. & Lewis, P. 1987. Transactional and Transformational Leadership: A Constructive/Developmental Analysis. *The Academy of Management Review* 12 (4), 648–657.

Leapley-Portscheller, C.I. 2008. *Leadership Style and Adequate Yearly Progress: A Correlational Study of Effective Principal Leadership*. University of Phoenix. Michigan: ProQuest LLC.

Lewin, K., Lippitt, R. & White, R.K. 1939. Patterns of Aggressive Behavior in Experimentally Created "Social Climates". *The Journal of Social Psychology* 10 (2), 271-299.

Lin, S.H., Scott, B.A. & Matta, F.K. 2016. The dark side of transformational leader behaviors for leader themselves: A conservation of resources perspective. *Academy of Management Journal*, 1-59.

Lorenzo, R., Voigt, N., Schetelig, K., Zawadzki, A., Welpe, I. & Brosi, P. 2017. The Mix That Matters: Innovation Through Diversity. The Boston Consulting Group. Read 13.12.2020. <https://www.bcg.com/publications/2017/people-organization-leadership-talent-innovation-through-diversity-mix-that-matters.aspx>

McGrath, J. & Bates, B. 2017. *The Little Book of Big Management Theories and How to Use Them*. 2nd edition. United Kingdom: Pearson Education Limited.

Mohammed, W.B., Abubakari, A.R. & Alhassan, Y. 2014. Assessment of Leadership Styles by Gender: A Case of Tamale Polytechnic. *International Journal of Economics, Commerce and Management* 2 (6).

Myers, I.B., McCaulley, M.H., Quenk, N.L. & Hammer, A.L. 1998. *MBTI Manual: A Guide to the Development and Use of the Myers-Briggs Type Indicator*. 3rd edition. Palo Alto, California: Consulting Psychologists Press, Inc.

Pieterse, A.N., Knippenberg, D.V., Schippers, M. & Stam, D. 2010. Transformational and transactional leadership and innovative behavior: The moderating role of psychological empowerment. *Journal of Organizational Behavior* 31, 609–623. John Wiley & Sons, Ltd.

Saravo, B., Netzel, J. & Kieseewetter, J. 2017. The need for strong clinical leaders – Transformational and transactional leadership as a framework for resident leadership training. *PLoS ONE* 12 (8), 1-13.

Shahhosseini, M., Silong, A.D. & Ismaill, I.A. 2013. Relationship between Transactional, Transformational Leadership Styles, Emotional Intelligence and Job Performance. *International Refereed Research Journal. Journal of Arts, Science & Commerce* 4 (1), 15-22.

Silva, D.A.C.S & Mendis, B.A.K.M. 2017. Male vs Female Leaders: Analysis of Transformational, Transactional & Laissez-faire Women Leadership Styles. *European Journal of Business and Management* 9 (9), 19-26.

Steinmann, B., Klug, H.J.P & Maier, G.W. 2018. The Path Is the Goal: How Transformational Leaders Enhance Followers' Job Attitudes and Proactive Behavior. *Frontiers in Psychology* 9.

The World Bank. 2019. Population, female (% of total population). United Nations Population Division's World Population Prospects.

The World Bank. 2020. School enrollment, tertiary, female (% gross). UNESCO Institute for Statistics.

The World Bank. 2021. Female share of employment in senior and middle management (%). International Labour Organization, ILOSTAT database.

Wang, H. & Guan, B. 2018. The Positive Effect of Authoritarian Leadership on Employee Performance: The Moderating Role of Power Distance. *Frontiers in Psychology* 9, article 357.

Yukl, G. 1999. An Evaluation of Conceptual Weaknesses in Transformational and Charismatic Leadership Theories. Elsevier Science Inc. *Leadership Quarterly* 10 (2), 285–305.

Zopiatis, A. & Constanti, P. 2012. Extraversion, Openness and Conscientiousness: The route to transformational leadership in the hotel industry. Emerald Group Publishing Limited. *Leadership & Organization Development Journal* 33 (1), 86-104.

## APPENDICES

### Appendix 1. Data Collection Form

#### Gender & Leadership Styles

Hello!

I am a student at Tampere University of Applied Sciences, Finland. This survey is conducted for my Bachelor's Thesis with the purpose of examining the connection between Gender and Leadership Styles.

I would like to invite you to participate in this survey, and would really appreciate if you could spare 10 minutes to fill out the questionnaire!

This questionnaire is completely anonymous.

Thank you in advance for your collaboration!

\* Pakollinen

Please be honest and give your immediate impressions. There are no right or wrong answers.

1. What is your gender? \*

- ☐ Male
- ☐ Female

2. What age range are you in? \*

- ☐ 18-25
- ☐ 26-40

☐ 41-55

☐ 56-76

☐ Muu

3. Which country are you from? \*

Kirjoita vastaus

4. What is your education level? \*

☐ High school graduate

☐ Advanced vocational education and training

☐ Bachelor's degree

☐ Master's degree

☐ Ph.D.

☐ Muu

5. What is your major / profession? \*

Kirjoita vastaus

6. What is the closest match for the title of your position? \*

☐ Student

☐ Intern

☐ Entry Level

☐ Analyst / Associate

☐ First-line Management (Supervisor, Office Manager, Team Leader)

- ☐ Middle Management (General Manager, Regional Manager)
- ☐ Top Management (Chairman, Vice-President, Board of Directors, C-level executive such as CEO, COO, CIO, ...)
- ☐ Owner
- ☐ Blue-collar worker
- ☐

Muu

7. Imagine you are A LEADER IN PROFESSIONAL WORKING ENVIRONMENT, how often will you act according to each item below? The word “other” may mean your subordinates, clients, or company employees. \*

1 = Never, 2 = Once in a while, 3 = Sometimes, 4 = Fairly often, 5 = Frequently, if not always.

	1	2	3	4	5
1. I do more than my part for the good of the group.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I provide recognition/rewards when others reach their goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I consider the moral and ethical consequences of my decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I keep track of others' mistakes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. I provide support and guidance to help others develop their strengths.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. I supervise others closely to ensure they are performing correctly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. Imagine you are A LEADER IN PROFESSIONAL WORKING ENVIRONMENT, how often will you act according to each item below? The word “other” may mean your subordinates, clients, or company employees. \*

1 = Never, 2 = Once in a while, 3 = Sometimes, 4 = Fairly often, 5 = Frequently, if not always.

	1	2	3	4	5
1. I tend to choose the decision that most people agree on.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I make decisions without consulting others due to time pressures upon the task at hand.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I let others make their own decision.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I welcome others to constantly challenge my ideas and strategies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. When debating, I rarely give up if I am truly passionate about something.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. I leave others alone to do their job in complete freedom because they can take responsibility for themselves.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. I encourage others to work independently while still providing feedback and guidance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. I need to push others into completing work to a higher standard.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. I do not ask others to do more than what is absolutely essential.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. Which of the following statements describes you better? \*

- ☐ I feel comfortable in groups and like working in them.
- ☐ I feel comfortable being alone and like things I can do on my own.

10. Which of the following statements describes you better? \*

- ☐ I prefer routine and stability with the mentality "If it isn't broken, don't fix it".
- ☐ I prefer to experience with new ideas and possibilities.

11. Which of the following statements describes you better? \*

- ☐ When solving problems / making decisions, I look for logical explanations or

solutions.

- ☐ When solving problems / making decisions, I look for what is important to others and what works best for the people involved.

12. Which of the following statements describes you better? \*

- ☐ I like to plan things ahead / make lists of things to do and stick to my plan.
- ☐ I like to do things spontaneously and work in bursts of energy / inspiration.

13. Imagine you are A LEADER IN PROFESSIONAL WORKING ENVIRONMENT, how often will you act according to each item below? The word "other" may mean your subordinates, clients, or company employees. \*

*1 = Never, 2 = Once in a while, 3 = Sometimes, 4 = Fairly often, 5 = Frequently, if not always.*



	1	2	3	4	5
1. I care about others' feelings and emotional well-being (Are they stressed? Feeling overworked? Distracted by something going on at home? Etc.).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I pay great attention to details, even trivial ones.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I frequently come up with new solutions and new strategies to do my work more effectively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. In a group, I aim to be the leader.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. I show confidence when dealing with others, such as in communicating, debating, doing presentation, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. I am still able to work well under pressure/stress.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. I do not find it difficult to make decision and hardly find myself stuck between options.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. I express my opinions and feelings to others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. I push myself to do better than others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. I spend time to make sure my works and others' works are at the highest level they can be.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. I feel more motivated to work well: \*

*Please choose MAXIMUM 5 answers only, 6 if you choose "Other".*

1. When I am afraid of the consequences if I do something wrong.
2. When I receive recognition / rewards.
3. When my boss / leader gives me sufficient guidance and support.
4. When my boss / leader allows me to work and decide independently without any interference.
5. When my boss / leader is nice, friendly and very understanding.
6. When my boss / leader believes in me and listens to my ideas and opinions.
7. When my boss / leader gives clear goals and instructions on how to do

things.

8. When my boss / leader is strict and watches me closely.

9. When my boss / leader works hard and always does more than necessary for the good of the team so I myself feel more motivated to do the same.

10. When my boss / leader believes in my ability and pushes me to achieve more.

Muu
-----

15. Statistics show that in general, the number of women in leadership position is still much smaller than that of men, what are the reason(s) behind that in your opinion and from your experience? \*

1. Women have to do more to prove themselves / earn respect than men.

2. Women are less likely to ask for promotions and raises.

3. People are not ready to elect / hire women leaders.

4. Women face gender discrimination.

5. Women do not have access to the same kinds of connections as men (for example: it is harder for women to have a bond with male boss or male colleagues over beer or golf).

6. Women face sexual harassment.

7. Women are not encouraged to be leaders from early ages.

8. Family responsibilities make it harder for women.

9. Women are not tough / ambitious / competitive enough for business.

Muu
-----

16. In your opinion and from your own experience, who do you trust more, and feel will help you grow better as your leader: male, female, or gender does not matter, and why? \*

Kirjoita vastaus

Lähetä

## Appendix 2. (Open) Question 16 – Qualitative Data Table – Female Participants

	Answers	Leadership Capability Assessment Factors	Gender Preferences
1	Gender does not matter. I choose friendly and professional one no matter what gender they are.	Characteristics & Personality	Gender Does Not Matter
2	Does not matter - it is about the characteristics and personality.		
3	Gender does not matter to me. The thing I need to know is her/his personality.		
4	It's just the personality that matters and making sure you are open to feedback and willing to change accordingly will make a great leader.		
5	Gender doesn't matter. I don't think gender has that much influence on a person's personality.		
6	Gender does not matter, it's the virtues of the person.		
7	Gender does not matter, it depends on the person's personality and guidance towards leadership, not gender.		
8	For me it doesn't depend on the gender but on the way someone acts. Sometimes I prefer men because women can be bitchy when they think they have to be strong in the man world. Other times I prefer women because they can be gentle and strong leaders who look more into the wellbeing of each individual. Some men are sexist. Many are good leaders		

	because they think of easy answers to difficult issues. Women can overcomplicate things. It honestly all depends on a person, not their gender.		
9	Gender is irrelevant, character is what matters.		
10	Gender does not matter. It depends on the personality of the leader, and how I feel we will match better.		
11	Does not matter. It depends on the person. I think a mix of male and female leaders in a company is the best.	Gender Diversity	
12	Gender doesn't matter. As long as there is equality and clean game it doesn't matter.	Gender Equality	
13	Gender does not matter, good leaders should inspire their teams and gender has absolutely nothing to do with that.	Human-oriented	
14	Gender does not matter because both genders have the capacity to grow me as a leader.		
15	Gender does not matter - if they have the best interest in you.		
16	Gender doesn't matter, quality of leadership does.	Leadership Quality	
17	Does not matter it's long as they are a good leader.		
18	Gender does not matter. I have worked with both male and female leaders, who are very capable individuals.	Participant's Experience(s)	
19	I don't think gender matters. I'm a woman and I think I have excellent leadership abilities.		

20	Gender doesn't matter: to me personally, the gender of the leader doesn't matter at all, I was brought up by a strong mother.		
21	Gender doesn't matter. The person and his/her skills to lead are important.	Skills & Ability	
22	Gender does not matter because what matter is the ability of the person.		
23	I don't think gender matters. It is about the personality, evidence and chemistry, if I trust or not or if I get support in growing as a leader.	Characteristics & Personality	
		Leadership Quality	
		Human-oriented	
24	Does not matter.	Explanation(s) Unprovided	
25	Does not matter.		
26	Doesn't matter.		
27	Gender does not matter.		
28	Does not matter.		
29	Does not matter.		
30	Gender does not matter.		
31	Gender doesn't matter.		
32	Gender does not matter to me in who I would generally trust more. When it comes to mentoring, I trust women more because I feel that they have experienced some of the issues that I will likely face in my future career. Gender is not something that we can separate from the leadership experience and the barriers to becoming a leader.	Same Sex Preference	Gender Does Not Matter – Female-bias
33	I like to believe it does not matter, but at the end of the day women in leading	Work-Life Balance	

	positions who managed to overcome issues such as balancing family and their careers (which only ever seems to be an issue for women) are very inspirational to me.		
34	Doesn't matter, whoever is fit for the job, that usually being male.	Leadership Quality	Gender Does Not Matter – Male-bias
35	I am impartial, but in my own personal experience I have had more of a "hands off" approach from my male managers, perhaps because they saw me (a young woman) and were fearful of me (in the era of #MeToo). Whereas my female managers were much more autocratic and tough, because they wanted to challenge me. But then I've also experienced a strange sense of competitiveness from female managers, as if they are threatened. Unfortunately both genders have cons as managers. I think I have learnt a lot from my experiences and would be hands-off but encouraging and enabling, rather than micro-managing.	Participant's Experience	
		Characteristics & Personality	
36	Female because they can be both empathetic and logical. They're resilient and able to consider other's needs and are visionaries.	Characteristics & Personality	Female Leaders
37	Female, more emotion and understanding.		
38	Female.	Explanation(s) Unprovided	
39	Female, because I am more comfortable with my own gender.	Same Sex Preference	

40	Female because I'm female.		
41	In my case, female. I tend to be suspicious about men's motives (of course, that can concern women, too).		
42	Female because I believe they can balance works and households.	Work-Life Balance	
43	From my own experience, as a student soon finishing university, I have mostly been encouraged and appraised by female professors for my work and so I believe that probably a female person would help me grow better as they are more understanding and soft.	Participant's Experience	
		Characteristics & Personality	
44	Male. They behave nicer on the leader position.	Characteristics & Personality	Male Leaders
45	Male.	Explanation(s) Unprovided	
46	Working beats talent when talent doesn't work.	Characteristics & Personality	Unknown Preference(s)
47	To be pushed into situations of leadership taken outside my comfort level, to be given the experience and the knowledge by shadowing my supervisor.	Human-oriented	
48	N/A		
49	N/A		
50	N/A		
51	N/A		



## Appendix 3. (Open) Question 16 – Qualitative Data Table – Male Participants

	Answers	Leadership Capability Assessment Factors	Gender Preferences
1	Gender does not matter, I think a great leader can be male or female in my experience, I have seen both male and female leaders and I think it totally depends on the qualities a person has.	Characteristics & Personality	Gender Does Not Matter
2	Gender does not matter as it depends on the characteristics of that person.		
3	Gender doesn't matter. If someone is loyal, trustworthy and dedicated to the cause, I trust them, and those qualities have nothing to do with gender.		
4	Gender does not matter because a true leader has a good character. And no matter what your gender is, you must acquire good character.		
5	Gender does not matter as it is based on the individual and their personality.		
6	It doesn't matter. Gender does not defines the capability of a person to be a guide, but their technical and interpersonal skills.		
7	Gender doesn't matter, just feeling among people.		
8	Gender does not matter. Everyone has their own strengths and weaknesses.	Gender Equality	
9	Doesn't matter as much nowadays with things like equality, research doesn't say one is better than another.		
10	Because everyone is human so we can't judge the person by his or her		

	gender or any other. Everyone has a brain and ideas.		
11	Gender doesn't matter, what matters to me the most is someone is kind, and believes in your potential before you haven't even done anything much to prove yourself. Someone willing to see beyond appearances and see the "diamond in the rough", and they are willing to be patient and encouraging. They don't give you all the answers but ask the right questions to help you figure things out yourself. They praise you for your victories and consult you on how to build from your failures. A great leader sees a bit of themselves in everyone and wants to bring the best out of everyone.	Human-oriented	
12	Gender doesn't matter, you are born with a leadership mentality which can develop through experience.	Leadership Experience	
13	Gender does not matter. The leadership style should be the right fit for the team needs.	Leadership Quality	
14	Doesn't matter who gets the job done what matters is that's done already.		
15	Doesn't really matter as long as they show that they deserve respect and can handle leadership correctly.		
16	Does not matter. There are people of every gender in my life who have been a great help.	Participant's Experience(s)	
17	Gender does not matter, in my experience I've had good and bad		

	bosses no matter what their gender was.		
18	Does not matter, my previous leader who helped me was female and they helped me the best.		
19	Gender doesn't matter, I had both male and female leaders, sometimes great, sometimes less than optimal.		
20	Gender does not matter in specialist organisations I have worked at, there people are treated equally and based on their skills.	Skills & Ability	
21	The gender does not matter as how a person will grow within an organization depends on the skill sets and the abilities the person has.		
22	Gender does not matter.	Explanation(s)	
23	Does not matter.	Unprovided	
24	Does not matter.		
25	Gender does not matter		
26	Not matter. You want, you do. That's all.		
27	Gender shouldn't matter.		
28	Gender does not matter.		
29	Gender does not matter.		
30	Gender doesn't matter at all, its about attitude and experience, and also believe that you whether are good leader or not, so its kind of talent.	Characteristics & Personality	
		Leadership Experience	
31	Gender is irrelevant, it's the personality and capabilities of a person that matter.	Characteristics & Personality	
		Skills & Ability	

32	In my past, I have had great female bosses and male bosses so to be honest gender does not matter but your character and experience do (at least for me).	Participant's Experience(s)	
		Characteristics & Personality	
		Leadership Experience	
33	Gender does not matter, I am interested in their credentials and ability.	Leadership Experience	
		Skills & Ability	
34	I don't believe gender matters as much as how good of a person the leader is and how motivating they are.	Characteristics & Personality	
		Human-oriented	
35	Gender does not matter. Like I said I think women in general can provide a more warm leadership which would be a very good (motherly) experience for me. But my boss is a man and can be pretty tough (although available for negotiations). And even if being able to discipline other would be a necessary quality for a particular setting, I think women could do it just as well (no matter how other view them).	Participant's Experience	Gender Does Not Matter – Female-bias
		Characteristics & Personality	
36	In my opinion, I like to work with a female leader. She can afford many things at the same time and she listens very well.	Characteristics & Personality	Female Leaders
37	Female. While there is a possibility that she will try to 'act tough' to compete with male peers, for the most part, the absence of subconscious expectations of 'being the boss' in a patriarchal	Characteristics & Personality	

	setting is a good thing		
38	Female because they want to prove themselves more.	Characteristics & Personality	
39	Female.	Explanation(s) Unprovided	
40	Female bosses.	Explanation(s) Unprovided	
41	Female because I'm male.	Opposite Sex Preference	
42	Male.	Explanation(s) Unprovided	Male Leaders
43	Male.	Explanation(s) Unprovided	
44	On average, and being honest, probably a male, but I have absolutely nothing against a female leader who is effective.	Leadership Quality	
45	Male, because as a male, I can talk more openly and feel more confident to share personal things with other males at work.	Same Sex Preference	
46	Only myself.	Explanation(s) Unprovided	Self-reliance
47	Early opportunity to be leaders in small tasks such as group work, community service and small scale projects.	Human-oriented	Unknown Preference(s)
48	Experience.	Leadership Experience	
49	According to my practical experience of working at an aviation company, responsibility and carefulness are the top two priorities. Therefore, it is quite important to trust your teammates and	Participant's Experience(s) Skills & Ability Characteristics & Personality	

	<p>leaders. I choose to believe my leader because he has to assign the tasks according to the ability of each person, the allocation of time for each type of work, and the daily workload with appropriate schedules, ... but still able to arrange enough tasks for team members without making them feel pressured. In addition, my leader always arranged for me to go with the teacher (key person), who specializes in electricity which is similar to what I want to learn. I can follow him and have more practical experience. This has shown that my leader cares about people's abilities, what they can do and what suits them the most. So right now, I fully respect and trust with my leader.</p>	Human-oriented	
50	N/A		
51	N/A		

## Appendix 4. List of Countries and their respective Numbers of Participants.

	Country of Origin	Number of Participant(s)		Country of Origin	Number of Participant(s)
1	Aruba	1	21	Israel	1
2	Australia	3	22	Italy	4
3	Bangladesh	1	23	Malaysia	2
4	Belgium	3	24	Mexico	1
5	Brazil	2	25	Mongolia	1
6	Cameroon	1	26	Netherlands	1
7	Canada	1	27	Pakistan	2
8	Czech Republic	2	28	Philippines	1
9	Egypt	2	29	Poland	2
10	Finland	7	30	Portugal	2
11	France	1	31	Romania	1
12	Germany	3	32	Serbia	1
13	Greece	1	33	Sweden	2
14	Guatemala	1	34	Taiwan	1
15	Holland	1	35	Thailand	1
16	Hungary	1	36	U.K.	10
17	India	5	37	U.S.A.	13
18	Indonesia	1	38	Ukraine	1
19	Iran	1	39	Vietnam	14
20	Ireland	3			