

GENDER DIFFERENCES IN THE LEADERSHIP STYLES

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Abstract: *The issue of how women and men view the concept of leadership is still under debate, according to scientists. Some have discovered gender differences in the way certain managers understand leadership whereas others are of the opinion that such differences are gradually fading. The main objective of research has been that of indentifying significant gender related differences in various styles of leadership. The Multifactor Leadership Questionnaire (MLQ) has been used to this purpose. There have been no differences found in what preferences over certain styles of leadership are concerned. The only gender difference lies in the level of effort employers are making. It has been discovered that as opposed to male managers, female managers tend to be more demanding of their employees when it comes to carrying out their work tasks.*

Key words: *leadership, gender differences, leadership style.*

Among the various studies made over time regarding leadership styles, researchers are divided opinions: some have found that there are gender differences in the leadership styles adopted by managers (Kanter, 1977, as cited in Eagly & Karau, 2002), while others opinion that gender differences tend to fade (Eagly et al., 2002). Thus, the issue of the presence or absence of differences in the leadership styles used by male and female managers can be discussed taking into account the smaller geographic areas, certain cultures. To this end, we designed a study to achieve a diagnosis of how they are managed private companies in terms of management styles used by their managers.

A **first objective** of this study consisted with the identification of those dimensions of leadership style which predominates at the managers in Arad.

A **second objective**, and most importantly, the identification of those dimensions of leadership styles, at which level are to be found significant differences depending on the gender.

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A number of studies have used questionnaire Multifactor Leadership Questionnaire (MLQ) showed that women perceive transformational leadership style as a greater extent than leadership style adopted by men (Bass & Avolio, 1994; Bass, Avolio & Atwater, 1996; Druskat, 1994). This result is supported by research that managers of both genders were assessed by subordinates, studies that female leaders were evaluated as having charisma, individual consideration, aspects of transformational leadership style, more often than men (Bass, Avolio & Atwater, 1996). Go in the same direction and results of Fein, Tziner and Vasiliu (2010). Based on this research, and the conclusions drawn at the end of our study based on interviews, we formulated the main hypothesis of this study:

Hypothesis: managers women are fond on opting to behaviors related to successive transformation style to a greater extent than managers men.

Methodology

Participants

While conducting this study it involved 100 people in management positions in private sector organizations in the county of Arad.

The choice of subjects batch composition on the reality that, in Arad, whose company is 974 subordinate managers in over 10 employees, of which 341 private institutions are headed by women and the remaining 633 institutions are run by men. Representativeness lot was preserved by choosing a used statistical methods for selecting the respondents, namely, sampling by quotas (Clocotici, Stan, 2000).

Therefore, of the 100 managers participated in this study, 63 were men and 37 women. In terms of age, the youngest manager was 24, the oldest 65, the average lot of subjects being 39.90 years (with a standard deviation of 9.47).

Variables and research plan

The independent variable of this study was the managers' genders. Primary dependent variable is represented by his style of leadership. In the framework of further analysis, the transactional style and liabilities-avoiding was also included as dependent variables.

In order to assess the successive transformational style of leadership, I opted for the applying the MLQ questionnaire (Multifactor Leadership Questionnaire) - 5X, developed by Bass and Avolio and adjusted on Romanian population by Iliescu, Beldean and Sîntion (2004).

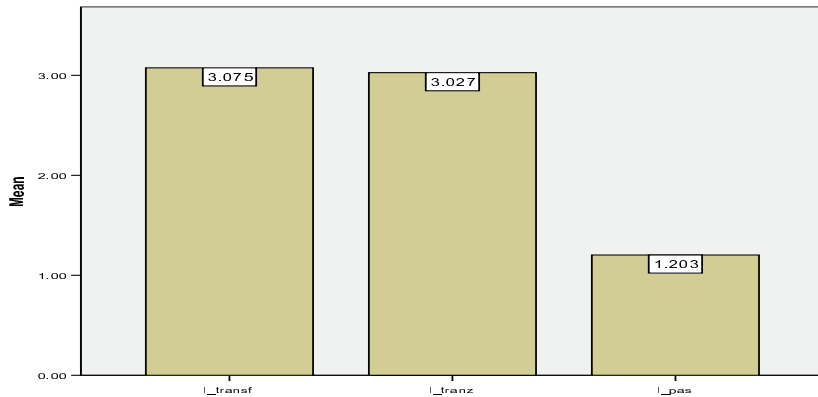
The MLQ Questionnaire allows assessment of the degree in which the leader presents specific leadership behaviors of successive transformational, transactional and passive – avoiding. Although the questionnaire can also be

used in the hetero-evaluation version, for this study we only used the self-assessment variant. Reasons were mainly practical, as the reticence of the managers in making the access to their employees easier for us and being evaluated by them. Managers also surveyed have been ask to read each item and to evaluate which o option responds best regarding the behaviors that they adopt in organizational context. Evaluation frequency observed behaviors of the leaders has been accomplished by the use of a scale of five points (0 Not At All; 1 very seldom; 2 sometimes; 3 fairly frequently; 4 always or even frequently.) These numeric indicators are in accordance with a list of verbal descriptors, used in the adapted version for the Romanian population (Iliescu, Beldean and Sintion, 2004), descriptors provided by Bass, Cascio & O'Connor (1974).

The questionnaire contains 45 items grouped in 12 scales. Nine scales assess the leadership behaviors. Performance and results associated with behaviors that are arising out of the 12 scales measure the performance and are to be found in the three scales remaining. MLQ scales shall be arranged in four categories: three categories measure the leader behavior, and the fourth, the results of leadership (Avolio & Bass, adapted by Iliescu a.o. (2004), pp. 44-48):

1. For the successive transformational style of leadership are offered 5 scales (idealized attributes, idealized behaviors, inspirational motivation, intellectual stimulation and individual consideration)
2. For evaluating the successive tranzactional style of leadership we have 2 scales (contingent reward and management-by- exception: active)
3. For the assessment of passive/avoidant behavior were constructed 2 scales (management by-exception: passive and laissez-faire)
4. In assessing the results of the leadership have been developed 3 scales (extra effort, effctiveness, and satisfaction with the leadership).

Graph 1. Managers ' preference for the three styles leadership valued the MLQ



At each scale scores were obtained as a result of calculating average scores related to.

Presentation and interpretation of results

We will present results obtained from processing of the data with program SPSS 14

Descriptive data

With respect to the three styles of leadership, the highest scores have been obtained at successive transformation style (m 3, 07, s.d. 0.36) and transactional style (m 3,02 , s.d. 0.51), managers stating that they resort to a small extent to passive-avoiding style (m 1,20 , s.d. 0.53) (Graph 1).

Data previously submitted appear, at first sight, very encouraging, meaning a very high frequency of transactional and successive transformation styles, styles that, according to the specialized literature have been shown to correlate with different indicators of professional performance, but also with the various dimensions of psychological health of employees. But if we take into account the fact that the data represents only self-assessments of the administrating style being practiced, we can suspect a high level of desirability in formulating responses.

A more detailed analysis of the scale scores indicates that the average of all sub-dimensions transactional and transformational leadership to managers obtained from group theoretical investigation is above the average of the scales (Table 1).

Table 1. Descriptive data for scales MLQ

		Mean	Standard deviation
Transformational Leadership	Idealized Attributes	2,87	0,46
	Idealized Behaviors	3,21	0,45
	Inspirational Motivation	3,25	0,51
	Intellectual Stimulation	3,17	0,49
	Individual Consideration	2,87	0,54
Tranzactional Leadership	Contingent Reward	3,29	0,55
	Management-by-Exception: Active	2,75	0,71
Passive-Avoidant Leadership	Management –by-Exception: Passive	1,57	0,72
	Laissez-faire	0,83	0,62
Outcomes of Leadership	Extra-Effort	3,18	0,55
	Efectiveness	3,15	0,50
	Satisfaction with the Leadership	3,07	0,60

Descriptive data recorded for each scale of the implement used indicates that, in the same style of leadership, there is variation in the level of sub-scales. Regarding the transactional leadership, managers consider that the situational reward is a conduct that is characterized to a greater extent than active management. And at the level of administrating style of type passive-avoiding, managers showed more frequently to be a passive style follower than permissive. The results of leadership, managers say a fairly high positive results. In a very large extent, they believe that they are effective, that fail to stimulate employees to make extra effort and make them feel satisfied after interpersonal interactions.

Hypothesis: Mnagers women choose to transformational style behaviors related to a greater extent than male managers.

The results obtained from the t test for independent samples indicated no differences between male managers (M = 3.04) and women (M = 3.12) in the transformational leadership style ($t(98) = -1.04$ $p = 0.29$) (Appendix 2.1).

To deepen the analysis, we sought to identify possible gender differences in the five scales corresponding to a transformational leadership style (Table 12.).

Table 2. Comparative analysis between men and women managers at the level of transformational leadership

Dimensions of Transformational Leadership	M _{masculin}	M _{feminin}	t	df	p
Idealized Attributes	2,84	2,92	-,80	98	,420
Idealized Behavior	3,23	3,18	,505	98	,601
Inspirational Motivation	3,19	3,36	-1,60	81,33	,112
Intellectual Stimulation	3,11	3,23	-1,17	98	,241
Individual Consideration	2,84	2,91	-,59	98	,555

The results in Table 2 show that systematised in the investigated group differences were found on any of the dimensions transformational leadership as he was operationalized by MLQ scales.

Before attempting to identify possible explanations for the lack of these differences, we wanted to verify whether age has a moderating variable. Fein, Tziner and Vasiliu (2010) have identified the existence of differences in preferences for leadership style depending on when participants reached adulthood: before or after 1989.

To check the validity of this possible explanation, we used factorial ANOVA for both total score of transformational leadership and for each dimension separately, with the independent variables gender and age group. Since the variable distribution median age was 38 years, subjects were divided into two categories: those with a more than 38 years old, and those with aged at least 39 years. This allocation of study participants in the two age groups is significant and reporting in 1989: participants in this study who are under 38 years were in 1989 when more than 18 years and those over 39 were over 18 years.

The results obtained show that there are no effects of interaction between gender and age class at the level of successive transformational style ($F(1,100)=0.02$, $p=0.88$), neither at the level of its dimensions (idealized attributes $F(1,100)=0.15$, $p=0.69$; idealized behaviors $F(1,100)=0.57$, $p=0.45$; inspirational motivation $F(1,100)=0.22$, $p=0.63$); intellectual stimulation $F(1,100)=0.12$, $p=0.87$; individual appreciation $F(1,100)=0.22$, $p=0.63$).

Therefore, the hypothesis of this study was affected: women manager said no stronger preference than men for the use of transformational leadership style. Data from the approach to verify the hypothesis of the present study indicate the existence of rather similar, and no gender differences in terms of the essential elements of transformational leadership: managers' ability to develop relationships of trust in the subordinates, to act with integrity, to

inspire others, to encourage innovative thinking and support people in their personal development, especially professional.

Lack of gender or age differences in the transformational leadership style supports structural theory (Carless, 1998) which claims that tasks function in the organization are more important than the characteristics of the person occupying the position. Perhaps the specific culture and organizational structure, the station manager itself or the organization operating the domain have great impact on the development of a particular style of leadership than gender or age group managers.

Other results in terms of gender differences

To see if other results of this study support the structural approach, we analyzed the data obtained in this study to see if managers adopt more often men than women, a transactional leadership style.

To this end, we applied t-test for independent samples for total score calculated for transactional leadership dimension. The results show that there is no difference between male managers (m= 2.99) and women (m= 3.07) in the transactional leadership style ($t(98) = -0.73, p = 0.46$).

To deepen the analysis, we sought to identify possible gender differences in the two scales corresponding to a transactional leadership style. Neither the sub-dimensions of this style were not found significant gender differences.

Table 3. Comparative analysis between male managers and female managers in the transactional leadership dimensions

		M _{masculin}	M _{feminin}	t	df	p
Tranzactional Leadership	Contingent Reward	3,22	3,42	-1,72	79,19	0,089
	Management-by-Exception: Active	2,76	2,72	0,27	98	0,789

I watched and in this case there is a possible moderating effect of age. We used factorial ANOVA at the level of transactional leadership scores and sub-dimensions of situational reward and active management. The results show that there is no interaction effect between gender and age (under or over 38 years) in the total score of transactional leadership ($F(1,100) = 0.30, p = 0.58$), nor the specific dimensions of this type of leadership: situational reward ($F(1,100) = 0.41, p = 0.52$) and no active management ($F(1,100) = 0.08, p = 0.76$).

Because no gender differences in the passive management or permissive (Table 4.), We believe that our results in this study support the structural theory (Carless, 1998). This study that gender differences are insignificant in the styles of leadership - as measured by the MLQ them. One may wonder whether the use of other tools will indicate the same gender similarity, or will reveal some significant differences.

The only significant gender difference was recorded in the extra effort of employees subordinate managers submit it (in terms of assessment by managers). Thus, female managers than men managers, subordinates perceive as higher endeavoring to achieve superior performance. According to this result, managers subordinates women seem to amplify desire to succeed, increasing their willingness to try harder.

Table 4. Comparative analysis between male managers and female managers in the size of passive leadership and leadership results

		M _{masculin}	M _{feminin}	t	df	p
Passive Leadership	Passive Management	1,63	1,45	1,17	98	0,242
	Permissive Management	0,79	0,91	-,94	98	0,348
Outcomes of Leadership	Extra-Effort	3,06	3,37	-2,71	98	0,008
	Efectiveness	3,11	3,23	-1,13	98	0,261
	Satisfaction with the Leadership	3,00	3,18	-1,52	98	0,131

Other results

Finally, we decided to do a correlational analysis between leadership styles and three MLQ scales assessing consequences of leadership results indicate the existence of positive correlations medium to large, between transformational leadership and extra effort by subordinates, their satisfaction and leadership effectiveness (Table 5.). Medium positive correlations are found between transactional leadership and the three types of results. But size is slightly smaller than the correlations for leadership Transformation (Table 5.). Regarding the relationship between passive-avoidant leadership style and the three types of outcomes investigated, they are insignificant or negative (Table 5.).

Table 5. Pearson correlations between the three styles of leadership and the three types of results

		Extra Effort	Effectiveness	Satisfaction
Transformational Leadership	r	0,53	0,64	0,58
	p	<0,001	<0,001	<0,001
Transactional Leadership	p	0,47	0,58	0,53
	p	<0,001	<0,001	<0,001
Leadership Passive-avoidant	r	-0,14	-0,26	-0,13
	p	0,15	<,007	<0,17

Therefore, we can sustain that leadership of transformational and transactional type is associated strongly with the extra effort made by employees, with their satisfaction, but also with professional efficiency. However, the correlations indicates that transformational leadership is more effective and generates more satisfaction and extra effort to the employees than transactional leadership.

This is due to the effect of amplification ("cascading effect") described by Kuhnert and Bass, Waldman, Avolio & Bebb (apud Iliescu et al, 2003, p. 36). According to these researchers, the effectiveness of this style of leadership is measured not only by the performance and productivity of a company but also by how well it manages to develop and optimise their employees. It is no surprise that the leadership liabilities-avoidant is in an inverse relationship with efficiency: the Manager avoids more than to get involved in solving problems, the effectiveness of professional contracts. Interesting is that the extra effort and satisfaction of the employees seem not to be in direct relationship with the style of passive-avoiding. It is likely that when the Manager shows such behaviors, employee's personality affect more efficiency and professional satisfaction that you felt.

To analyse in more detail the relationships identified above, Pearson correlations were made between the scales of the three types of leadership and the three types of results.

Table 6. Pearson correlations between transformational leadership dimensions and results of leadership style

		Results of leadership		
		Extra Effort	Effectiveness	Satisfaction
Idealized Attributes	r	0,509	0,579	0,487
	p	<0,001	<0,001	<0,001
Idealized Behaviors	r	0,296	0,448	0,480
	p	0,003	<0,001	<0,001
Inspirational Motivation	r	0,478	0,463	0,427
	p	<0,001	<0,001	<0,001
Intellectual Stimulation	r	0,402	0,439	0,383
	p	<0,001	<0,001	<0,001
Individual Consideration	r	0,263	0,416	0,367
	p	0,008	<0,001	<0,001

Extra effort by employees (as perceived by managers) are more closely connected with idealized attributes size ($r = 0.50$), inspirational motivation ($r = .47$) and intellectual stimulation ($r = 0.40$), and more weakly associated idealized behavior ($r = 0.29$) and assessing individual ($r = 0.26$). Therefore, we can argue that the extra effort made by employees is closely linked with the manager's ability to exert influence, inspiring power, arousing pride among "followers" his and ensuring reliability, passing over personal interests in favor of group (idealized attributes size). Also, the extra effort made by employees are also associated with managers tend to behave in a manner for motivating others, giving work meaning and challenge in finding their own work and that of others (inspirational motivation), but also with managers attempt to stimulate and foster innovation and creativity of their subordinates (intellectual stimulation). Employee efficiency (as she perceived by managers) are very close to the size idealized attributes ($r=0.57$). Average correlations are found between employee efficiency and other dimensions of transformational leadership: idealized behavior ($r = 0.44$) inspirational motivation ($r=0.46$), intellectual stimulation ($r=0.43$) and individual assessment ($r=0.41$).

These results show that employee efficiency is closely related to the ability of the manager to instill respect, inspire power, arousing pride among "followers" its offer to secure and reliable, past personal interests in favor of the group (idealized attributes size). Moreover, employee efficiency is

associated with behaviors tend to manifest ideal manager such as ancestry, dominance, conscientiousness, self-control, high moral judgment, optimism, efficiency (size idealized behavior). In addition, employee efficiency increases when managers behave in a way for motivating others, giving work meaning and challenge in finding their own work and that of others (inspirational motivation), but when they try to stimulate innovation and creativity of their subordinates (intellectual stimulation) or to pay attention to the implementation and development needs of each individual (individual assessment). Employee satisfaction (as it is perceived by managers) are closely associated with idealized attributes size ($r = 0.48$), idealized behaviors ($r = 0.48$) and inspirational motivation ($r=0.42$). Appeared slightly weaker relationship between satisfaction and intellectual stimulation ($r=0.38$) or individual assessment ($r=0.36$). Therefore, employee satisfaction is associated more strongly with the ability of the manager to instill respect and power to manifest ideal behavior and behave in a manner motivating to others.

We can see that similar results were obtained with transformational leadership, in the sense that transactional leadership is positively associated with extra effort by employees, their satisfaction and efficiency in tasks (Table 7.)

Table 7. Pearson correlations between dimensions of the transactional site and ledearship the results of driving

		Results of leadership		
		Extra Effort	Effectiveness	Satisfaction
Contingent Reward	r	0,302	0,462	0,362
	p	0,002	<0,001	<0,001
Active Management	r	0,448	0,473	0,487
	p	<0,001	<0,001	<0,001

*** $p < 0,001$, ** $p < 0,01$

The extra effort of the employees seems to be associated more strongly with careful monitoring by managers of the mistakes committed by subordinate positions, followed by the application of corrective measures (active management) than with the manager's habit of giving reward only when the objectives are attained (active management). Interesting is the fact that satisfaction is associated more strongly with active management than with situational reward, while the two dimensions of transformational leadership seem to be equally important in relation to the efficiency of the employees.

Passive management does not correlate with the extra effort of employees efficiency, or their satisfaction (table 8). It seems that these results are not statistically significant linked with the administrating style characterized by the fact that the manager actually waits until problems become serious before he acts. Such a manager acts only when things go wrong and when problems become chronic.

Table 8. Pearson correlations between the dimensions of leadership-ul passive-avoiding and administrating style

		Results of leadership		
		Extra Effort	Effectiveness	Satisfaction
Passive Management	r	-0,043	-0,078	0,017
	p	0,669	0,440	0,869
Permissive Management	r	-0,199	-0,370	-0,258
	p	0,047	<0,001	0,010

***p<0,001, ** p<0,01, * p<0,05

Permissive management correlates negatively with all the results of the leadership evaluated MLQ, but more powerful with efficiency and employee satisfaction (table 8). We can sustain that as long as a manager avoids to assume his administrating behavior -does not provide information, does not provides feedback, are unable to recognize or meet the wishes of the employees – they employees are less efficient and contempted with thier work

Conclusions

In conclusion, we would like to emphasize a few key aspects of the statistical interpretation of the data obtained in this study. First, I retrieve the gender differences in preferences for the administrating styles being investigated. The results obtained in this study do not support the hypothesis of an even more significant to women's preferences for transformational leadership style, compared with men's preferences. There is no gender differences at the level of transactional leadership or passive-avoiding. Any age category does not seem to have any impact on the level of preference for certain styles of leadership. The only gender difference is the level of effort by employees (as rated by the managers: compared to male managers, women managers claim employees to submit additional effort in carrying out the tasks, in larger measure than men. It is possible that the effort women manager make to be transferred to their subordinates. This is immortalised in the records to the survey participants 1 (qualitative), where they have highlighted the efforts that you have made, to be recognized for the

effectiveness and respect from subordinates and peers alike, just for the fact that they are women. They were forced to work more than men managers to obtain recognition of their leaders. On the whole, these results support the structural theory (Carless, 1998) that powers the function in the Organization are more important than the characteristics of the person occupying the position. Secondly, the use of a transformational and transactional style is associated with increased efficiency in carrying out the tasks, with a tendency for employees to make more effort with their level of satisfaction. On the other hand, passive leadership does not give the premise of a professional and rewarding efficiency, while the permissive leadership is linked back with both effort and efficiency and satisfaction. These results are congruent with those found in the literature (Schilling, 2009; Shelley, Yammarino, Comer, Dubinsky, Jolson 1996).

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