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**The Impact of Gender Difference on Leadership Effectiveness:  
The Case of ABIG PLC**

**By  
Biruk Alemayehu**

**Advisor  
Dr. Mengistu Bogale**

**A research project submitted to Addis Ababa University School of Commerce, in partial fulfillment of the requirements for the Degree of Masters Of Arts in Business Leadership.**

**July, 2020  
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## **Statement of Declaration**

I, Biruk Alemayehu Teferi, declare that this study with the title: The Impact of Gender Difference on Leadership Effectiveness: the case of ABIG PLC is my genuine work under the supervision and direction of Dr. Mengistu Bogale. I would also like to assert that all reference materials I used for this study have been properly recognized.

Name: Biruk Alemayehu

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## **Certification**

This is to certify that Biruk Alemayehu Teferi has carried out this research project work on the topic titled “The Impact of Gender Difference on Leadership Effectiveness: the case of ABIG PLC” under my supervision. This work is original in nature and it is sufficient for submission for the partial fulfilment for the requirements of the award of Masters of Art in Business Leadership.

Name: Dr. Mengistu Bogale (PhD)

Signature:

Date:

**ADDIS ABABA UNIVERSITY COLLEGE OF BUSSINESS AND ECONOMICS**

**SCHOOL OF COMMERCE**

**The Impact of Gender Difference on Leadership Effectiveness: the case of ABIG PLC**

By - Biruk Alemayehu Teferi

Approved by the Board of Examiners

<b>Advisor</b>	<b>Signature</b>	<b>Date</b>
Mengistu Bogale, PhD	_____	_____

<b>Internal Examiner Name</b>	<b>Signature</b>	<b>Date</b>
Bahran Asrat, PhD	_____	_____

<b>External Examiner Name</b>	<b>Signature</b>	<b>Date</b>
Dereje Teklemariam, PhD	_____	_____

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## **List of Abbreviations**

ANOVA – Analysis of variance

SPAA- Statistical Package for Social Science

SD- Strongly Disagree

D-Disagree

U-Undefined

A-Agree

SA-Strongly Agree

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## ABSTRACT

*The purpose of this study was to assess the impact caused by gender difference on leadership effectiveness in ABIG PLC, a multi business company engaged in wide range of sectors. The study tried to find out if female and male leaders actually employ different sets of leadership styles and if those differences in leadership styles can have any worthy impact on the effectiveness of their leadership. In order to measure leadership effectiveness three measures were selected, namely: goal achievement, team's smooth internal process and external adaptability. The study also attempted to see if female leaders are more of relationship-oriented and transformational than male leaders and in contrast if male leaders are more of task-oriented and transactional. This study followed a cross-sectional, quantitative and explanatory research. All the necessary data were collected from both the primary and secondary sources. The primary data was collected through questionnaires regarding gender differences from the company's employees and their impact on leadership effectiveness and secondary sources was gathered through books, papers, journals, articles and company's website and related records. Questionnaires of close-ended questions, Multifactor Leadership Questionnaire (MLQ) and Likert scale type of questionnaires prepared by Google Forms were distributed for employees in non-management level to find out the factors affecting their leaders' effectiveness. Descriptive statistics of the study shows relationship-oriented leadership is dominant among female leaders of the company and transactional leadership is the least used by female leaders. As for male leaders, task-oriented leadership was found to be the most used and relationship-oriented is the least used leadership style. The results of this study showed that women's leadership style does not result in less effectiveness of leadership and the researcher would like to recommend that top management should not hesitate to bring females up in to leadership positions as long as they are qualified and competent.*

**Keywords:** Gender, leadership, leadership styles, leadership effectiveness

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the study

It's been more than a while since leadership turned out to be a major topic of focus, and definitions have grown constantly during the last century. These definitions have been prejudiced by various elements happening in our world. Although there is still no single definition of leadership, different scholars forwarded their own views and insights while defining the term leadership. Leadership is “the art or process of influencing people so that they will strive willingly and enthusiastically towards the achievement of the organizational goals” (Koontz *et al.*, 1984). And according (Knippenberg & Hogg, 2003) Leadership is a process of social influence in which the leader enlists the talents and efforts of other group members, i.e., followers, in order to accomplish the group's chosen task.

Women enter leadership circle, which is mostly engaged by men. It is different for men and women and the fact is that women experience more obstacles to become leaders. This issue is usually discussed in terms of leadership styles. Differences in styles are important because they are one factor that may affect people's views about whether women should become leaders. There is no wonder that women are the main subject of gender related issues on leadership. Leadership style variances can offer a base for eliminating women from resources and particularly from male dominated leadership roles. From another hand, the assumption of similarity would fail to recognize the interpersonal potentials of females which may contribute to superior performance by women leaders.

The prior duty of leadership encompasses the ability to make change happen. Although quite a number of researches have been done on what makes an effective leader, they appeared to reach no definite consensus. Effective leaders are a fine balance between traits, abilities, behaviours, sources of power, and aspects of the situation. These become the determining factors of the ability to influence followers and accomplish group objectives. A leader needs to achieve challenging and demanding goals that he set himself/herself in addition to those set by an organization, and focus on even going beyond both objectives.

There is no question that every organization needs some sort of leadership irrelevant to its type, size or function. Without a proper leadership an organization would be like a car without its chauffeur or a plane without its captain. An organization needs the direction and influence of a suitable leadership in order to just survive let alone to be able to hit organizational goals. And while talking about leadership, one of its core and inseparable components are leaders. (Bertocci, 2009) said that it is difficult to separate leadership from leaders. Their meanings are intertwined; and by describing one, we automatically and mentally consider the other. This makes it difficult to talk about leadership without talking about leaders. When we do, we often consider the concept of leadership in terms of persons who demonstrate examples of leadership. So it is essential to any discussion of leadership and leaders to include a discussion of the qualities of leadership, the characteristics displayed by respected leaders, and the attributes of leaders.

Gender plays a significant role in defining leadership roles and determining the effectiveness of leadership in organizations. Gender refers to social traits of men and women that range from norms and relationships to roles. Studies reveal that people's perceptions towards gender vary from one society to another and are subject to bound over time. The gender structures, relations, and social roles influence people's activities and approaches to handle challenges as well as leadership responsibilities. Essentially, leadership decisions and gender have a significant connection that should be evaluated to facilitate smooth operations in organization.

As opposed to male leaders, the reference point for a good leadership has been inadequately defined for women leaders. The traditional and concretely defined gender roles in the society have also influenced the research and findings on women leadership, a role, which is divorced from the stereotype roles identified for women. So it is very difficult for a woman to first achieve a leadership role, and then struggle as a leader for recognition and reputation. It's ironic that the role of women in positions of authority, power and leadership is much less than ideal in both conservative and liberal cultures.

In recent years, a more heterogeneous mix of gender in leadership positions is being common. For decades men have been almost the sole candidates for major leadership positions. But through time, women are steadily making their way up in leadership positions in entrepreneurship, administration, education, health, etc. at regional, national, and global

levels. Women are now overcoming the long lasting barrier that barred them -from taking over leadership positions even acquiring the skills and competence to occupy them. Women are constantly evolving and reaching new milestones across a wide range of human activities in modern times. The world has witnessed the advent of women leaders such as Hillary Clinton, Oprah Winfrey, Theresa May, Christine Lagarde, to name a few. Also in our country's perspective we can mention names such as Sahle-work Zewde (Ethiopia's first female president), Frehiwot Tamru (CEO of Ethio Telecom), Adanech Abebe (Ethiopia's first women attorney general), Dagmawit Moges(ministry of Transport), Muferiat Kamil (ministry of peace), Bethelhem Tilahun (founder and CEO of SoleRebels), Selamawit Fikru (Founder and CEO of Ride)

The significance of leadership effectiveness is very vital for the success of an organization. Companies require effective leadership, which can turn challenges in to an opportunities. According to leadership researchers, effective leadership is a key analysit of organizational succes or failure while examining the factors that lead to organizational success. (Denison *et al.*, 1995) argued that effective leadership is significant and does affect organizational outcomes.

According to Bekele (2019) Leadership effectiveness is thought to be critical for the overall success of an organization. It has been an essential matter in leadership research (Bass, 2008). Leadership effectiveness has been defined as how well a leader functions effectively to benefit the organization and the followers as well (Cherulnik, 2001). Furthermore, (Oakland, 1993) states that effective leadership is a method of; improving the competitiveness, effectiveness, and flexibility of an organization through planning, organizing, and allowing participation of members at fitting level.

### **Background of the company**

Asku & Berhane Investment Group (**ABIG**) was founded in 2013 in Addis Ababa - Ethiopia. The company was born out of a belief that strategic thinking, effective management and unique local insights into investment practices can enhance company's sustainable progress. The company is led by Michael Berhane. Who is a charismatic, idealistic leader who spent more than half of his life in business. Through the years, he has developed a burning zeal for building a strong organization. He has a remarkable knack to spot market opportunities where others see somber possibilities, enjoy obstacles and innovative solutions. Never shy of taking

calculated risks, Michael has built the entire conglomerate almost from scratch, with almost uncharacteristic wisdom in his young years.

ABIG is an umbrella management company that has set up a unique team of experts who manage a vast portfolio of investments across various industries. In our chosen investments we have put together a group of highly experienced professionals with a wide spectrum of expertise and shrewd leadership. The company operates in various sectors including food & beverage, petrochemicals, manufacturing, import & export Construction & Engineering and Land Management. The team's skill lies in this diverse range of skills aimed at bringing with it unique local perspectives and specialties in business growth, manufacturing, IT and health care.

A company built with the philosophy of using highly qualified professional talent to manage its various portfolio companies. Believing in a continuous learning and improvement continually invest in capability building of our in readiness for tomorrow's world.

The company was selected for this study because of two major reasons. The first reason is the fact that the company's convenience to the researcher to collect necessary data needed throughout the study. And second and most importantly, the company consisted of a good mix of both female and male leaders which made the company ideal to investigate the impact of the two genders on leadership effectiveness.

### **Subsidiary companies under ABIG**

**AMENTI Food processing** - is the food processing wing of ABIG specializing in manufacturing, packaging and marketing standardized food and culinary ingredients for the domestic as well as export markets. This company is organized to serve the newly evolving local society, with its modern living and experimental taste profiles. From a diverse portfolio to combining the best organic ingredients, traceable sourcing, convenient packaging, cooking tips and recipe, Amenti will soon become an indispensable kitchen companion for the modern urban Ethiopian consumer.

**ASKU PLC** - the market leader in the bottled water segment with a dominant position in a highly competitive market and continuing to innovate and shape market conditions. ASKU produces AquaAddis, the most popular bottled water brand in Ethiopia, known for its quality and purity, loved by many and available nationwide. ASKU is also the exclusive franchise bottler for all RC brands of RC Cola International, a division of Cott Beverage USA, within

the east African region. It also bottles and manufactures of the Ethiopicana Juice in different flavours.

**ASTU Enjera** - is one of the largest enjera producing companies operating at an industrial scale. ASTU boasts on its ability to produce high quality 100% Teff enjera in large quantities. ASTU has the capacity to produce 100,000 enjera per day. Starting from just 10 employees, the company currently has a staff of over 200 people. ASTU directly controls the entire production from the initial teff procurement, to cleaning, sieving, grinding, and processing through production, to packaging and distributing the final product.

**BEROSSA Agro Processing Industry** - set up as the central dairy processing site for all company owned dairy farms around Addis Ababa. Once again, the primary focus of the company lies in providing quality dairy products at scale to serve the Ethiopian and the east African regional markets.

**Girum Hospital** – has become one of the best hospitals in the country, located Addis Ababa. Girum Hospital is dedicated to providing a range of comprehensive healthcare services based on international standards. Its health care facilities are equipped with state-of-the-art technology and equipment throughout its various sections.

**BEES PLC** - established to provide quality edible oil to the local market that balances traditional Ethiopian cuisine tastes and health benefits with value. It does this by manufacturing Dukem Pure Niger Seed Oil, made from the highest quality Niger Seeds sourced locally.

## **1.2 Statement of the problem**

Leadership and leaders are one of the most important pillars of success of any organization. According to (Klenke, 1996) Leadership has been and is a cause and effect of greatness and success as well as insignificance and failure. The ideas of leadership has been found in every culture in the past and as well as in the present. Leadership has been vital in every historical period and in every culture.

To survive, let alone flourish, organizations must excel at both planning and execution; they must be quick, visionary and exploit every possible benefit from their resources, including human resources and particularly women. By failing to make the most of the potential of their female employees, organizations do not fully benefit from the unique talent and perspective that women possess. Quite a lot of organizations in Ethiopia seem not give much attention to

this and usually stick to male leaders even in situations where there is a qualified female in line.

Gender disparity is a common and critical concern within today's corporate leadership. Such prejudice includes refusing gender-related equal opportunities to some roles, but also means adversely altering our treatment and perceptions of individuals based on their gender and associated stereotypes. Leadership differences between men and women play a significant role in running the affairs of an organization. The society perceives men as better leaders than women in various aspects despite the notable similarities in the execution of assigned duties. (Qadir, 2019) states that advancement of women in leadership and management jobs has not kept pace with the correspondence increase in the number of working women. Their presence in senior leadership and management level is negligible. Women are graduating and entering management positions, yet there is a bottleneck at middle management levels.

The gender gap in leadership is a global phenomenon whereby women are disproportionately concentrated in lower-level and lower-authority leadership positions compared to men (Powell & Graves, 2003). The society perceives men as better leaders than women in various aspects despite the notable similarities in the execution of assigned duties. Essentially, both men and women have the capacity to implement change as well as lead the subordinates in organization to achieve the established goals and objectives. The underrepresentation of women population in leadership is not as a result of inability of women to lead; but is due to the stereotypical attachments that women cannot produce effective leaders. Notably, to achieve a balanced gender leadership, people should change overall perception of women in leadership and treat both genders equally. (Yaqoub, *n.d*)

Several studies revolving leadership effectiveness have been conducted over the years but most research studies have focused on leadership styles, behaviours and other similar phenomena and their consequences on the effectiveness of leadership rather than taking gender as an independent variable that could have an effect on leadership effectiveness. Furthermore, those studies which actually chose to study about gender or women specifically usually concentrating on the obstacles and challenged of women to assume a leadership position and not on the differences in styles of leadership possessed by men and women and their effect of leadership effectiveness.

## **1.3 Research objectives**

### **1.3.1 General objective**

The general objective of this paper is to examine the impact caused by differences in gender on the effectiveness of leadership in ABIG PLC.

### **1.3.2 Specific objectives**

The specific objectives of this study are to find out if female's leadership styles are different from the leadership styles of male and also to find out if those styles are less likely to be effective.

## **1.4 Research questions**

- Are female leaders likely to be more relationship-oriented than male leaders?
- Are male leaders likely to be more task-oriented than female leaders?
- Are female leaders likely to be more transformational than male leaders?
- Are male leaders likely to be more transactional than female leaders?

## **1.5 Significance of the study**

This study is believed to be beneficial to identify the effects of gender difference on the effectiveness of leadership in ABIG PLC.

- It will help to analyse if leadership style of women is actually different from that of men's and tests its effectiveness.
- The findings will assist the company to better understand the effectiveness of leadership from gender's point of view.
- The study can be used as a spring board for future researchers, students and academicians interested in this particular or related topic.
- The findings of this study are believed to have a positive impact on women trying to peruse a carrier in leadership.

## **1.6 Scope of the study**

Conceptually, the scope of the study attempted to cover overall leadership theories and concept alongside leadership styles and leadership effectiveness, Empirically, although the application of leadership in organizations or in other fields is very vast, in this particular study is bounded to test the impact of gender difference and effectiveness of leadership in ABIG PLC. The study also attempts to uncover if the leadership style of women and men

actually differ and if their differences cause any noteworthy impact on leadership effectiveness. Methodologically, this paper followed a cross sectional explanatory design. Although the company has multiple branches other than the main office, this study will only focus on employees working at the main branch which is located in Kazanchis, Addis Ababa.

### **1.7 Limitations of the study**

In the procedure of information search, inadequate time might hamper seeking information from several areas covering broad extents. Also unwillingness of few potential respondents to take the questionnaires and beyond that even the ones that are willing and take the questionnaire often fail to give out proper information due to carelessness or purposefully. Another possible major setback is the current situation our world is in. Due to the outbreak of the pandemic COVID-19 number of employees are required to work from home, which might make it somehow challenging to reach a good number of respondents with this short period of time given to conduct this study. Also, because of the inadequate data sources, time and financial limitations, this study only focused on gender difference analysis of leadership effectiveness, but it fails to deeply explore the causes for gender differences in leadership effectiveness.

### **1.8 Definition of terms**

- **Gender** - the physical and/or social condition of being male or female (Cambridge dictionary)
- **Leadership** - is the combination of characteristics or personality traits in an individual that compels that person to inspire others to achieve goals that, without the leader's motivation, would not normally be accomplished. (Bertocci, 2009)
- **Leadership Styles** - Leadership style is the method and approach of directing, implementing plans, and motivating people. It is the general pattern of various actions implemented by the leader.
- **Leadership Effectiveness** - is a method of improving the competitiveness, effectiveness, and flexibility of an organization through planning, organizing, and allowing participation of members at fitting level (Oakland, 1993).

## **1.9 Organization of the study**

The paper will be structured into five main chapters. Chapter one, contains the introduction part which includes: the background of the study, the background of the organization, statement of the problem, general and specific objectives of the study, research questions that will be assessed in the study, significance of the study, scope of the study followed by limitations of the study and finally brief definitions of key terms. This chapter will be followed by Chapter two which is the review of the related literature. The literature review will cover all the topics that are related to gender and leadership effectiveness and the factors that affect it. Chapter three will be concerned with research design and methodology, describing the research type, the population and sampling techniques, used sources of data, data collection tools, and method of data analysis and presentation. Chapter four will provide the presentation of the collected data and discussion of the results. Finally, Chapter five, which will be the concluding chapter, it will comprise the summary, conclusion, and recommendations that will be drawn depending on findings of the study.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

This section of the literature review is to include a list of past similar studies and various literatures on the problem areas of study. The literature available is aimed at addressing the major problem of definition and study relevant concepts to the subject of this research.

#### **2.1 Theoretical Literature Review**

##### **2.1.1 Definitions of Leadership**

According to (Patterson, 2015) Leadership is the ability to influence the ways people think and feel to the point that they take decisive and responsible action. Leadership is selling ideas, motivating teams, gaining commitment, modelling behaviour, engaging in dialogue, aligning organizations, and getting results. (Stogdill, 1974) said that there are almost as many different definitions of leadership as there are people who have tried to define it. It is much like the words democracy, love, and peace. Although each of us intuitively knows what we mean by such words, the words can have different meanings for different people.

Leadership is a complex phenomenon that touches on many other important organizational, social and personal processes. It depends on a process of influence, whereby people are inspired to work towards group goals, not through coercion, but through personal motivation (Bolden, 2004). Leadership is an influence relationship among leaders and collaborators who intend real changes that reflect their mutual purposes. (Rost, 1991). (Kouzes & Posner, 1995) defined Leadership as the art of mobilizing others to want to struggle for shared aspirations.

Recently, (Northouse, 2016) pointed out that the concentration of leadership definitions has been shifted from focusing on control and centralization of power in the early 1990s to defining leadership as an activity whereby an individual influences a group of individuals to achieve a common goal in the 21<sup>st</sup> century. (Kurnik, 2017) defined leadership as a process that influences followers to attain the right direction in order to achieve goals, positively impact others through motivating them to excel, put high goals, inspire other people with a dream and help them transform it to reality for the sake of the betterment of society, persuade people to go where they do not want to go necessarily but which they ought to go to.

### **2.1.2 Gender differences in Leadership**

According to the World Health Organization (WHO): ‘Sex’ refers to the biological and physiological characteristics that define men and women. ‘Gender’ refers to the socially constructed roles, behaviours, activities, and attributes that a given society considers appropriate for men and women.

(Gorska, 2016) stresses that trait approach to leadership is necessary when evaluating differences between male and female leaders as it assumes that there exist certain common traits among leaders, and for this reason there are also different traits common to men and women leaders. Apart from this trait-based approach, other approaches have been developed in the 20th century, including behavioral, situational and relational approaches.

(Eagly, 2001) argued gender affects leadership in many aspects. Whether men and women lead in a different way is still a highly debated issue. However, the major effect of gender on leadership is that women are presumed to be less competent and less worthy to hold leadership positions. Leadership style depends on a number of factors, where gender is one of them. Leaders adapt to expectations based on people’s categorization of them as male or female. Those expectancies are derived from traditional gender roles – roles in the society, in the family, and in paid employment.

Leadership has traditionally been associated with masculine characteristics. Thus, women who exhibit more feminine characteristics may not be seen as legitimate leaders. However, when women take on masculine characteristics, they are evaluated unfavourably because they are acting outside of the feminine gender role. (Rhee & Sigler, 2015).

The study of leadership has been seen as the study of “great man”. (Klenke, 1996) While most of us are familiar with famous political leaders from Alexander the Great to Franklin D. Roosevelt history has also produced some great women leaders such as Mary Robinson, the current president of Ireland (at the time this was written), or Mother Teresa, they are greatly outnumbered by the many great name.

(Barry *et al.*, 2017) emphasized that the topic of gender and leadership deserves serious and thoughtful consideration and discussion because of the professional, political, social, and

personal realities of the twenty- first century. Science and society have come to appreciate that women and men cannot simply be classified and distinguished based on biological sex. Instead, gender is a more complex and meaningful way to understand individual differences.

To optimize leadership effectiveness of men and women, it is important to go beyond consideration of the biological sex of the individual and simplistic generalizations of what makes a male leader versus a female leader successful. It is important to consider if and how gender relates to leadership. Gender is an individual difference characteristic that is relevant to how people think about themselves, are thought about by others, and act in various situations. Gender, therefore, is relevant to consider with regard to how it relates to leadership effectiveness. (Barry *et al.*, 2017)

As (Karl *et al.*, 2018) pointed out, a wealth of research shows that female leaders, much more than their male counterparts, face the need to be warm and nice (what society traditionally expects from women), as well as competent or tough (what society traditionally expects from men and leaders). The problem is that these qualities are often seen as opposites. Carly Fiorina, the former CEO of HP, depicted it this way: “In the chat rooms around Silicon Valley, from the time I arrived until long after I left HP, I was routinely referred to as either a “bimbo” or a “bitch”— too soft or too hard, and presumptuous, besides.” To alleviate this double bind, societal expectations for what it means to be a woman and what it takes to lead — must change. But until we get there, female executives still have to navigate these tensions. We wanted to know how successful women do it, day-to-day.

### **2.1.3 Leadership Effectiveness**

(Mumford, 1986) defines leadership effectiveness as the leader’s facilitation or influence on, an organization’s ability to attain its goals, and he emphasizes that effective leadership is a way to enhance organizational effectiveness and adaptation. According to Mumford’s definition, leadership effectiveness is not a general concept of the phenomenon, but the manifestation of leadership in an organizational setting. This definition clarifies that the effectiveness of leadership should be evaluated by the consequences of leadership behaviour rather than the specific form or content of an individual’s behaviour.

As for the measurement of leadership effectiveness, Mumford suggests that leadership effectiveness should be evaluated by organizational outcomes. Furthermore, (Nahavandi, 2007) also emphasizes organizational performance by focusing the importance of three

factors of leadership effectiveness – goal achievement, internal coordination and external adaptability.

(Eklund *et al.*, 2017) To optimize leadership effectiveness of men and women, it is important to go beyond consideration of the biological sex of the individual and simplistic generalizations of what makes a male leader versus a female leader successful. It is important to consider if and how gender relates to leadership. Gender is an individual difference characteristic that is relevant to how people think about themselves, are thought about by others, and act in various situations. Gender, therefore, is relevant to consider with regard to how it relates to leadership effectiveness.

Numerous theoretical approaches have proposed frameworks which explain the effectiveness of leadership. The most important approaches were identified by (Northouse, 2016) as follows:

**(1) Trait Approach** — this theoretical perspective was called “great man” theories focusing on identifying innate qualities and characteristics possessed by great leaders from religious, political, and social fields. Researchers believed that people were born with those traits and only great people possessed them. Therefore, research concentrated on determining the specific traits that clearly distinguished leaders from. Studies examined traits related to demography (e.g., gender, age, height, education), and to personal abilities (e.g., intelligence, personality).

The trait approach to leadership is essential when evaluating variances among male and female leaders as it undertakes that there exist certain shared traits among leaders, as well as different traits common to men and women leaders.

**(2) Skills Approach** — researchers shifted the attention from personality characteristics to the skills and abilities that leaders can learn and developed through their life span. Although personality traits certainly play an important role in leadership, the skills approach suggests that knowledge and abilities are required for effective leadership (Mumford *et al.*, 2000c). Multiple studies have been published claiming that a leader’s effectiveness depends on the leader’s ability to solve complex organizational problems (e.g., Katz, 1955; Mumford *et al.*, 2000c; Zaccaro *et al.*, 2000).

**(3) Behavioural Approach** — this approach emphasized the behavior of the leader, focusing on the leader’s actions. This view expanded the study of leadership to include the actions of leaders towards their followers in various contexts. Research has determined that leadership is composed of four categories: task-oriented behaviors, relational-oriented behaviors,

change-oriented behaviors and passive leadership (non-leadership). The purpose of this approach is to explain how leaders combine these different types of behaviors to influence followers in their efforts to reach a goal.

**(4) Situational Approach** — this approach focusing on leadership in situations, and is based on the assumption that effective leaders have to adapt their styles according to the demands of different situations (Hersey and Blanchard, 1969). Situational leadership claims that leadership is composed of both directive and supportive dimensions and that each has to be applied according to a given situation (Blanchard et al., 1985). For this purpose, a leader must evaluate first his followers and assess their level of competence and commitment when they perform a specific task. In sum, the essence of situational leadership demands that leaders match their style to the competence and commitment of the followers in a dynamic fashion (e.g., Hersey and Blanchard, 1969; Blanchard et al., 1985, 1993).

**(5) Contingency Approach** — this approach tries to match leaders to appropriate situations. It suggests that a leader's effectiveness depends on how well the leader's style fits the context (Fiedler, 1964). In order to understand the performance of leaders, it is essential to understand the situations in which they lead (Fiedler, 1971). In short, effective leadership is contingent on matching a leader's style to the right setting.

## **2.1.4 Leadership Styles**

### **2.1.4.1 Task oriented vs. Relationship-oriented**

(Eklund, 2017) Task- oriented leadership style is defined as a concern with accomplishing assigned tasks by organizing task- relevant activities. Relationship-oriented leadership style is defined as a concern with maintaining interpersonal relationships by tending to others' morale and welfare. These leadership styles can be categorized as agentic versus communal styles of leadership, respectively. Behaviours of the task- oriented style include: encouraging followers to follow rules, maintaining high standards for performance, and making leader and follower roles explicit. Behaviours of the Relationship-oriented style include: helping and doing favours for subordinates, looking out for their welfare, explaining procedures, and being friendly and available. Both styles can be effective, depending on the followers and the situation. Understanding one's own gender and which leadership style is more comfortable can help optimize one's effectiveness as a leader.

### **2.1.4.2 Transformational and Transactional Leadership**

(Northouse, 2016) as its name implies, Transformational leadership is a process that changes and transforms people. It is concerned with emotions, values, ethics, standards, and long-term goals. It includes assessing followers' motives, satisfying their needs, and treating them as full human beings. Transformational leadership involves an exceptional form of influence that moves followers to accomplish more than what is usually expected of them. It is a process that often incorporates charismatic and visionary leadership. The transformational leader is the one who motivates the subordinates to do more than it is originally expected, by raising the level of awareness, by getting them to transcend their own self-interest for the sake of the team, organization, or larger entity, and finally by altering the need level on expanding their portfolio of needs and wants. (Lacereda, 2015)

(Burns, 1978) in his detailed work on political leaders, he first presented the idea of transforming leadership but this term is now widely used in organizational psychology. According to Burns, transforming leadership is a process in which "leaders and followers help each other to advance to a higher level of morale and motivation". Burns related to the difficulty in differentiation between management and leadership and claimed that the differences are in characteristics and behaviours. He established two concepts: "transforming leadership" and "transactional leadership". According to Burns, the transforming approach creates significant change in the life of people and organizations. It redesigns perceptions and values, and changes expectations and aspirations of employees. Unlike in the transactional approach, it is not based on a "give and take" relationship, but on the leader's personality, traits and ability to make a change through example, articulation of an energizing vision and challenging goals. Transforming leaders are idealized in the sense that they are a moral exemplar of working towards the benefit of the team, organization and/or community. Burns theorized that transforming and transactional leadership were mutually exclusive styles. Transactional leaders usually do not strive for cultural change in the organization but they work in the existing culture while transformational leaders can try to change organizational culture.

(Bass, 1985) stretched the work of Burns. Bass added to the initial concepts of Burns to help explain how transformational leadership could be measured, as well as how it impacts follower motivation and performance. The extent to which a leader is transformational, is

measured first, in terms of his influence on the followers. The followers of such a leader feel trust, admiration, loyalty and respect for the leader and because of the qualities of the transformational leader are willing to work harder than originally expected. These outcomes occur because the transformational leader offers followers something more than just working for self gain; they provide followers with an inspiring mission and vision and give them an identity. The leader transforms and motivates followers through his or her idealized influence (earlier referred to as charisma), intellectual stimulation and individual consideration. In addition, this leader encourages followers to come up with new and unique ways to challenge the status quo and to alter the environment to support being successful.

Transactional leadership style is associated with transaction between leader and follower and is based on reward of the subordinates' work. In transactional leadership, leader-follower relationships are based on a series of exchanges between leaders and followers; these leaders can be effective to the extent that they clarify expectations and goals, but they generally neglect to focus on developing the long-term potential of followers. (Bass, 1985)

Later, (Bass & Avolio, 1990) identified the components of transformational and transactional leadership which they termed as Full Range Leadership Model. A basic assertion of this Full Range Leadership Model is that transactional and transformational leadership are not opposite ends of a continuum. The same leader can display each of the full range of behaviours or styles. Thus, transformational leadership does not replace transactional leadership but adds to it by encouraging followers to put in the extra effort, and the Full Range Leadership Model constitute components from both the transformational and the transactional leadership models.

### **2.1.4.3 Laissez-faire Leadership**

(Bass and Avolio, 1990) labelled laissez-faire leadership as “the absence of leadership” and “the avoidance of intervention”. According to (Northouse, 2010) Laissez-faire refers to a “hands-off, let things-ride” approach to leadership. (Robbins, 2007), argued that laissez faire leadership style as a style that abdicates responsibilities and avoids making decisions. (James & Collins, 2008) refer to the laissez-faire leader as an extreme passive leader who is reluctant to influence subordinates' considerable freedom, to the point of handing over his/her responsibilities.

Leaders let group members make all decision. (Mondy & Premeaux, 1995). Laissez- Fair is uninformed in the work of the unit. It's difficult to defend this leadership style unless the leader's subordinates are expert and well-motivated specialists. (Chaudhry and Javed, 2012)

### **2.1.5 The different leadership styles adopted by men and women**

Men view leadership as leading, while women see leadership as facilitating (Porat, 1991). Men are autocratic; they rely on the power that comes from their organizational position and authority (Employee performance is driven on the basis of rewards and punishments, command and control). Whereas, women are participatory and democratic; they share power and information with employees. (Kelley, 1997).

(Kiamba, 2008) states that women are able to be more creative because they tend to be more empathetic. Women's empathy enables them to look at business issues through a wide-angle lens versus men who tend to have tunnel vision. Women naturally are more "people's person" than men because they are comfortable in relating on one-to-one basis with people at all levels of an organization. Whereas, men tend to act impersonally and do not interact at all levels; they are exclusive. (Spencer, 2011) said women are better at conflict management since they have better communication and listening skills and show more tolerance and empathy.

Women attend more to the individuals they work with, by mentoring them and taking the latter's particular situations into account. According to negotiation research, women bosses tend to fight harder for their subordinates, getting better salaries and raises for their teams (The Editors, 2009). The theory of transformational leadership is a perfect example of successful leadership (inspirational, positive role models, concerned about followers, empowering, and push followers to be creative and take chances); research has shown that women have more transformational qualities than men (Riggio, 2010).

(Helgesen, 1990), suggest that certain feminine characteristics give the woman leader an advantage. Characteristics described as essentially feminine are: heightened communication skills (especially the ability to be a good listener and to be empathetic) advanced intermediary skills (for negotiation and conflict resolution); well-developed interpersonal skills and a soft approach to handling people.

(Kadyrkulova, 2008) The main differences of men from women is that male are assertive, controlling, and confident tendency. They are characterized as ‘aggressive, ambitions, dominant, independent, self-confident and competitive’. On the contrary, women are ‘affectionate, kind, helpful, sympathetic, nurturing, interpersonally sensitive and gentle’.

A variety of features attributed to male and female, reads as follow

<b>Male</b>	<b>Female</b>
Structure	Consideration
Transactional	Transformational
Autocratic	Participative
Instruction-giving	Socio-expressive
Business-oriented	People-oriented

**Source - (Appelbaum *et al.*, 2002)**

## **2.2 Empirical Review**

A study conducted by (Gebre-mariam, 2019) on factors affecting of women’s participation in leadership positions in the case study of bank of Abyssinia in 2019 showed that in a company that has a total number of 3,044 employees and from this 1,623(53.3%) of employee’s are females believed that educational gap between women and men, lack of recommendation, socio-cultural factors and lack of confidence are among the major factors affecting women’s participation in leadership positions respectively. Concerning the representation of women’s in leadership position 62% of respondents strongly agreed that women in highest leadership positions are positioned in customer relations.

In a study conducted by (Haddad *et al.*, 2013) when respondents were asked about their expectations for the coming five years, 79% agreed that women will be occupying senior positions in their companies, while 21% were pessimists about the issue in question. Moreover, 83% of the respondents agreed that women have enough encouragement and support for advancement in their corresponding organizations. However, when respondents were asked about what prevents women from advancing to managerial positions, 52% assumed that the job’s multiple roles is the main barrier, followed by 34% who blamed discrimination in organizational practices, and 28% believed that women's capabilities and leadership skills form the barrier.

(Rosener, 1990) reported that a several women leaders were making their way into the top leadership positions. These women leaders revealed that women can achieve successful outcomes, but the route they take may be different from men's. This is supported by research findings of Rosener that women leaders were regarded as interactive, transformational leadership and that women keenly worked to make affirmative interactions with their subordinates and form a working atmosphere where everyone is involved.

A study by (Eagly, 2001) proves that women in managerial positions adopt the participative and democratic styles of leadership and act more as transformational leaders than men, who adopted a more transactional style of leadership. According to the research, female leaders tended to greater stress on communication, relationship, and cooperation than men.

(Andersen & Hansson, 2011) through their contradictive study indicates that the only difference between male and female leadership lies in the decision-making process, while differences in other areas such as task orientation, motivation, and leadership styles are not significant enough to warrant any statement that leadership varies between genders.

In regards to leadership effectiveness and gender, (Kushell & Newton, 1986) show that despite any differences in leadership style, both men and women were equally effective. The evidence further suggests that despite the orientation of leadership exercised by females as opposed to males, neither gender may possess an overall advantage in effectiveness. It is a matter of leadership style, rather than the leader's gender.

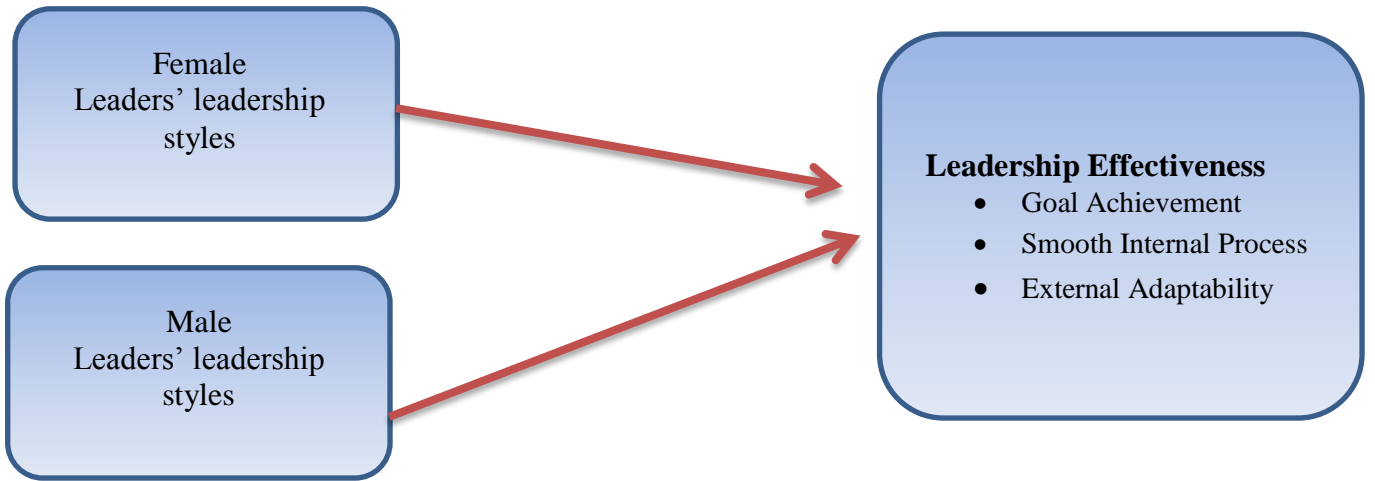
## **2.5 Conceptual Framework**

A conceptual framework is a compilation of literature by the researcher on how to describe a phenomenon. It maps the behaviour needed in the course of the analysis provided prior knowledge of the point of view of other researchers and his observations on the research subject.

The dependent variable which is leadership effectiveness is tested to check if its influenced by the two independent variables, i.e. female leadership styles and male leadership styles. In order to measure leadership effectiveness, (Nahavandi, 2007) emphasizes the importance of three factors of leadership effectiveness – goal achievement, smooth internal process and external adaptability.

Independent Variables

Dependent Variable



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

This chapter explains the research design and methodology, study population, sample size determination, sampling design, source of data and collection process, data analysis method, reliability and validity and finally ethical considerations.

#### **3.1 Research Design and Approach**

A research design is a framework for conducting the research project. The researcher employed quantitative research approach. This approach focuses on collecting, measuring and analysing numerical data and applying statistical tests. The researcher picked this approach because it highly diminishes bias and subjectivity. Explanatory research design seems to be fitting for this particular study because it attempts to explain if there are possible causal links between gender differences and leadership effectiveness. It is a cross-sectional study where by all necessary primary and secondary data were collected at one point in time.

#### **3.2 Population and Sampling**

A research population is in general an enormous group of individuals or objects that are the central attention of a scientific inquiry. A research population is also known as a well-defined collection of individuals or objects known to have similar characteristics. The main branch of ABIG Company employs 169 employees under its wings. Out of those 32 employees who are under female leaders and another 32 employees who are under male leaders were selected. Thus a total of 64 employees were elected for the study using convenience sampling technique, which is one of techniques under non-probability sampling. Convenience sampling is a sampling technique in which elements will be selected from the target population on the basis of their accessibility or convenience to the researcher.

**Table 3.1 Sampling size determination**

<b>Population</b>	<b>Small</b>	<b>Medium</b>	<b>Large</b>
51-90	5	13	20
91-150	8	20	32
151-280	13	32	50
281-500	20	50	80
501-1200	32	80	125
1201-3200	50	125	200
3201-10,000	80	200	315
10,001-35,000	125	315	500

**Source: (Carvalho, 1984)**

### **3.3 Data Collection**

#### **3.3.1 Sources of Data**

All the necessary data were collected from both the primary and secondary sources. The primary data was collected through questionnaires regarding gender differences from the company's employees and their impact on leadership effectiveness and secondary sources was gathered through books, papers, journals, articles and company's website and related records.

#### **3.3.2 Data Collection Methods**

Collection the necessary data both primary and secondary sources of data are used. Questionnaires of close-ended questions, Multifactor Leadership Questionnaire (MLQ) and Likert scale type of questionnaires prepared by Google Forms were distributed for employees in non-management level to find out the factors affecting their leaders' effectiveness via email and Telegram Messenger. Google Forms is a free online tool that allows you to collect information easily and efficiently, allows users to collect information through a personalized survey or quiz. The information is then compiled and linked automatically to a spread sheet. The spread sheet is full of question responses and questionnaire responses. This method of data collection is preferred over physically distributing questionnaires is because to the fact that number of employees are working from home due to the current pandemic. As a result, electronic way of collecting data was employed.

Furthermore, the researcher collected additional information from secondary data through books, journals, projects conducted previously and other related literature reviews available on the field of gender, leadership and leadership effectiveness and their relationships which helps to increase the knowledge of the researcher on the topic being studied. It is presumed that the combination of primary data and secondary data collection allows the study to gather a wide variety of relevant information to support the validity of the generalizations and the research outcome conclusion.

### **3.4 Methods of Data Analysis**

The data which is obtained from questionnaires are measured and evaluated using Statistical Package for Social Sciences or simply known as SPSS version 24. The data collected are presented using frequency tables to summarize the respondent's answers in the form of frequency and percentages. Then correlation analysis is employed to investigate the relationship between gender difference and leadership styles and their impact on leadership effectiveness.

### **3.5 Validity and Reliability**

Validity refers to the appropriateness of the context and usefulness of researchers making inferences based on the data they collect. Validation is a mechanism whereby information is gathered to support such facts. This applies to the degree to which evidence supports the conclusion the researchers make using a specific instrument based on data he or she collects. Instruments are said to be accurate when consistent in achieving outcomes. The instruments accurately calculated what was supposed to be calculated. Internal reliability or accuracy is a measure of the degree to which the test actually tests what it aims to do.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.724	30

### **3.6 Ethical Considerations**

Throughout the study cycle the researcher must discuss ethical issues regarding confidentiality and privacy. The respondents were given a written promise that their names won't be mentioned in the questionnaire and the study report. Participation in the study will be done on a voluntary basis only and participants should also be told that the answers will be kept confidential and will only be used for this research.

## **CHAPTER FOUR**

### **DATA ANALYSIS AND INTERPRETATION**

#### **4.1. Introduction**

Within this chapter the researcher tried to analyse and investigate the impact of gender on leadership effectiveness in ABIG PLC study. Data collected via questionnaires went through SPSS version 24 for analysis. Demographic characteristics of respondents, descriptive statistics of leadership styles and leadership effectiveness by male and female-led employees of the company, correlation analysis were performed.

#### **4.2. Sampling and Response Rate**

Even though the plan was to distribute 50 questionnaires evenly between female-led and male-led employees of ABIG PLC, due to fear of non-respondents a total of 64 questionnaires were disturbed. And, a total number of 61 questionnaires were received back. Among those 61 questionnaires 30 were from female-led and 31 were from male-led employees of ABIG PLC. Three invalid questionnaires were omitted, as a result a total of 61 questionnaires were analysed giving a response rate of 95.3%.

#### **4.3 Demographic characteristics of respondents**

The first demographic characteristics on the questionnaire was gender. Female respondents accounted for 57.4% and male respondents were found to be 42.6%. As far as age is concerned, the majority of the respondents participated in the study (42.6%) are between the age 36-45, employees of age 26-35 is ranked second with 21.3%. Respondents aged 25 or less accounts for 19.7%, while the age of respondents who are in the range of 46-55 are 13.1%. And finally respondents of age above 55 accounted for only 3.3%. Another demographic question on the questionnaire attempted to find out the educational background of respondents. As a result, 43 out of 61 valid respondents were BA graduates and 14 respondents possessed MA degree, while the rest 4 own a college diploma. When looking at respondents based on the number of years they have been working at ABIG, 45.9% of the respondents have been working there for 2 years or less. While 41% of respondents have spent 3-5 years. And finally, 8% have been employees of the company for more than 5 years.

The following tables will summarize those demographic characteristics of the respondents one by one

**Table 4.1 Respondent's Demographic Characteristics**

<b>Respondent's Demographic Characteristics</b>		<b>Frequency</b>	<b>Percentage</b>
<b>Gender</b>	Female	35	57.4
	Male	26	42.6
	Total	61	100
<b>Age</b>	25 or Under	12	19.7
	26-35	13	21.3
	36-45	26	42.6
	46-55	8	13.1
	Above 55	2	3.3
	Total	61	100
<b>Educational Background</b>	College Diploma	4	6.6
	BA Degree	43	70.5
	MA Degree	14	23
	Total	61	100
<b>Years working in ABIG</b>	2 years or less	28	45.9
	3-5 years	25	41.0
	Above 5 years	8	13.1
	Total	61	100

**Source - Survey Data (2020)****Table 4.2 Respondents based on the gender of their leaders**

	<b>Frequency</b>	<b>Male Respondents</b>	<b>Female Respondents</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid Female-led respondents	30	12	18	49.2	49.2	49.2
Male-led respondents	31	18	13	50.8	50.8	100.0
Total	61	-	-	100.0	100.0	

**Source - Survey Data (2020)**

The above table conveys a very crucial information of respondents based on the gender of their leaders. 30 out of 61 respondents are working under female leadership and 31 out of 61 respondents are led by male leaders. Thus, each of them responded their perception on their respective leaders concerning leadership style and effectiveness. Hence, final results are analysed and compared from these two perspectives.

## 4.4 Descriptive Statistics of Leadership Styles

### 4.4.1 Perception of Female-led Respondents towards the Leadership Styles of their leaders

**Table 4.3 Descriptive Statistics of Perception of Female-led Respondents towards Relationship-oriented and Task-oriented Leadership styles**

	n	Mean	Std. Deviation
<b>Relationship-oriented Leadership</b>			
My boss looks out for the welfare of followers.	30	3.7333	1.36289
My boss helps or even does favours for subordinates.	30	3.9333	1.01483
My boss sacrifices self-interest to maintain the positive relationship of the team.	30	3.5667	.93526
My boss provides adequate support and nurturing for the team.	30	3.6333	1.03335
My boss prioritizes building and maintaining positive relationships and team cohesion.	30	3.6333	1.03335
<b>Task-oriented Leadership</b>			
My boss is concerned with maintaining high standards of performance.	30	2.8667	.81931
My boss pushes subordinates to follow and abide rules.	30	2.9333	.78492
My boss makes leader's and follower's roles explicit.	30	2.9667	.85029
My boss sets distinct deadlines to complete a certain task.	30	2.7667	.81720
My boss delegates work accordingly in order to ensure that everything gets done in a timely and productive manner.	30	2.9000	.84486
Valid N (listwise)	30		

Source - Survey Data (2020)

**Table 4.4 Descriptive Statistics of Perception of Female-led Respondents towards Transactional and Transformational Leadership styles**

	n	Mean	Std. Deviation
<b>Transactional Leadership</b>			
My boss offers me support in return for my efforts.	30	3.2667	.98027
My boss makes clear what one should hope to get when achieving goals.	30	3.3333	.92227
My boss treats me as an individual rather than just as a member of a group.	30	3.0667	.94443
My boss keeps track of my mistakes.	30	3.1333	.93710
<b>Transformational Leadership</b>			
My boss spends time teaching and coaching.	30	3.6333	1.18855
My boss guarantees subordinates that problems will be solved.	30	3.4667	1.04166
My boss gets others to look at problems from many different angles.	30	3.6000	1.19193
My boss shows positively when talking about the future.	30	3.6667	1.15470
My boss stresses the value of having a common sense of mission.	30	3.4333	1.00630
Valid N (listwise)	30		

Source - Survey Data (2020)

**Table 4.5 Summary of Perception of Female-led Respondents the Leadership Styles of their leaders**

	n	Mean	Std. Deviation
Relationship-oriented Leadership	30	3.7000	2.56972
Task-oriented Leadership	30	2.8867	1.79431
Transactional Leadership	30	3.2000	1.88277
Transformational Leadership	30	3.5655	2.32527
Valid N (listwise)	30		

**Source - Survey Data (2020)**

The above tables show the perception of female-led respondents in response to relationship-oriented, task-oriented, transactional and transformational leadership styles questions. **Table 4.3** reveals that female-led respondents have leaned towards relationship-oriented leadership style with an overall mean of 3.7. In contrast, the same table shows to the task-oriented leadership style results in 2.88 overall mean. Which can tell us that female-led employees perceive women leaders follow a more of relationship-oriented style of leadership than task-oriented. **Table 4.4** attempted to expose perception of female-led respondents in response to Transactional and Transformational leadership style questions. According to the table we can notice that female-led respondents perceive their leaders as more of Transformational, with 3.56 overall mean and Transactional leadership style accumulated a total mean of 3.2. **Table 4.5** summarized the perception of female-led respondents towards the leadership style of their leaders. Relationship-oriented Leadership style ranked first according to respondent's responses passing transformational leadership. Transactional leadership grabbed third place and task-oriented leadership style is perceived to be the least used style by female leaders according to respondents.

#### 4.4.2 Perception of Male-led Respondents towards the Leadership Styles of their leaders

**Table 4.6 Descriptive Statistics of Perception of Male-led Respondents towards Relationship-oriented and Task-oriented Leadership styles**

	n	Mean	Std. Deviation
<b>Relationship-oriented Leadership</b>			
My boss looks out for the welfare of followers.	31	3.1613	.93441
My boss helps or even does favours for subordinates.	31	3.1613	.86011
My boss sacrifices self-interest to maintain the positive relationship of the team.	31	3.0645	.85383
My boss provides adequate support and nurturing for the team.	31	2.9032	.90755
My boss prioritize building and maintaining positive relationships and team cohesion.	31	3.2258	.99028
<b>Task-oriented Leadership</b>			
My boss is concerned with maintaining high standards of performance.	31	3.3548	1.53945
My boss pushes subordinates to follow and abide rules.	31	3.6774	1.19407
My boss makes leader's and follower's roles explicit.	31	3.3226	1.04521
My boss sets distinct deadlines to complete a certain task.	31	3.4516	1.12068
My boss delegates work accordingly in order to ensure that everything gets done in a timely and productive manner.	31	3.4194	1.14816
Valid N (listwise)	31		

Source - Survey Data (2020)

**Table 4.7 Descriptive Statistics of Perception of Male-led Respondents towards Transactional and Transformational Leadership styles**

	n	Mean	Std. Deviation
<b>Transactional Leadership</b>			
My boss offers me support in return for my efforts.	31	3.5806	1.05749
My boss makes clear what one should hope to get when achieving goals.	31	3.4839	.96163
My boss treats me as an individual rather than just as a member of a group.	31	3.2903	1.07062
My boss keeps track of my mistakes.	31	3.2903	1.00643
<b>Transformational Leadership</b>			
My boss spends time teaching and coaching.	31	3.3871	1.30837
My boss guarantees subordinates that problems will be solved.	31	3.3871	1.11587
My boss gets others to look at problems from many different angles.	31	3.4194	1.25895
My boss shows positively when talking about the future.	31	3.3871	1.25638
My boss stresses the value of having a common sense of mission.	31	3.2903	1.00643
Valid N (listwise)	31		

Source - Survey Data (2020)

**Table 4.8 Summary of Perception of Male-led Respondents the Leadership Styles of their leaders**

	n	Mean	Std. Deviation
Relationship-oriented Leadership	31	2.5871	1.92831
Task-oriented Leadership	31	2.8981	3.14445
Transactional Leadership	31	2.7943	1.98662
Transformational Leadership	31	2.8477	2.98593
Valid N (listwise)	31		

**Source - Survey Data (2020)**

The above tables show the perception of female-led respondents in response to relationship-oriented, task-oriented, transactional and transformational leadership styles questions. **Table 4.6** reveals that male-led respondents have leaned towards task-oriented leadership style with a total mean of 2.89 very closely beating Transactional leadership style. In contrast, the same table shows to the relationship-oriented leadership style results in 2.58 total mean. Which can tell us that male-led employees perceive male leaders follow a more of task-oriented style of leadership than relationship-oriented. **Table 4.7** attempted to expose perception of male-led respondents in response to Transactional and Transformational leadership style questions. According to the table we can notice that male-led respondents perceive their leaders as more of Transformational, with 2.84 total mean and Transactional leadership style accumulated a total mean of 2.79. **Table 4.8** summarized the perception of male-led respondents towards the leadership style of their leaders. Task-oriented leadership style ranked first according to respondent's responses closely passing transformational leadership. Transactional leadership grabbed third place and relationship-oriented leadership style is perceived to be the least used style by male leaders according to respondents.

To support what has been found from the data collected, (Appelbaum *et al.*, 2002) suggested the following features of male and female leaders. Male leaders were known to have features like: business-oriented, Transactional and structural while female leaders were recognized to have features like: people-oriented, Transformational and participative.

## 4.5 Descriptive Statistics of Leadership Effectiveness

**Table 4.9 General Perception of Female-led Respondents towards Gender and Leadership Effectiveness**

	n	Mean	Std. Deviation
I believe gender can influence leadership effectiveness.	30	4.0333	1.12903
I believe women can be effective leaders.	30	4.4667	.50742
I believe my boss would have a different leadership style had she/he been of the opposite gender	30	4.2333	.77385
Valid N (listwise)	30		

### 4.5.1 Perception of Female-led Respondents towards the Leadership Effectiveness of their leaders

**Table 4.10 Leadership Effectiveness of Female Leaders**

	n	Mean	Std. Deviation
<b>Goal Achievement</b>			
The mission and goals that my boss set are well aligned with the organization's mission and goals.	30	2.9000	.88474
My boss sets challenging goals and we achieve those goals.	30	2.9333	.86834
My boss is capable in setting directions and encouraging the staff towards achieving the expected goals.	30	3.0333	.85029
We(as a team) consistently produce strong and measurable results.	30	3.0000	.83045
<b>Team's Smooth Internal Process</b>			
As a team our collaboration produces productive, worthwhile, and yield good results.	30	3.6333	.92786
Team members display high levels of cooperation and mutual support.	30	4.0333	.88992
Team members take personal responsibility for the effectiveness of our team.	30	4.0667	.82768
We are able to work through differences of opinion without damaging relationships.	30	3.8667	1.10589
<b>External Adaptability</b>			
Our team works with a great deal of flexibility so that we can adapt to changing needs.	30	2.9333	1.22990
Our team sees external threats as an opportunity.	30	2.9667	1.12903
Our team maintains an awareness of how changes can impact the organization's goals.	30	2.9333	1.11211
Valid N (listwise)	30		

**Source - Survey Data (2020)**

**Table 4.11 Summary of Leadership Effectiveness of Female Leaders**

	n	Mean	Std. Deviation
Goal Achievement	30	2.9667	1.71672
Team's smooth internal process	30	3.9000	2.04434
External Adaptability	30	2.9444	2.30567
Valid N (listwise)	30		

Source - Survey Data (2020)

#### 4.5.2 General Perception of Male-led Respondents towards Gender and Leadership Effectiveness

**Table 4.12 General Perception of Male-led Respondents towards Gender and Leadership Effectiveness**

	n	Mean	Std. Deviation
I believe gender can influence leadership effectiveness.	31	4.0968	1.04419
I believe women can be effective leaders.	31	4.4194	.56416
I believe my boss would have a different leadership style had she/he been of the opposite gender	31	4.0968	.74632
Valid N (listwise)	31		

Source - Survey Data (2020)

#### 4.5.3 Perception of Male-led Respondents towards the Leadership Effectiveness of their leaders

**Table 4.13 Leadership Effectiveness of Female Leaders**

	n	Mean	Std. D
<b>Goal Achievement</b>			
The mission and goals that my boss set are well aligned with the organization's mission and goals.	31	3.7419	.99892
My boss sets challenging goals and we achieve those goals.	31	3.9355	.96386
My boss is capable in setting directions & encouraging the staff towards achieving the expected goals.	31	3.7097	.86385
We(as a team) consistently produce strong and measurable results.	31	3.7742	.92050
<b>Team's smooth internal process</b>			
As a team our collaboration produces productive, worthwhile, and yield good results.	31	3.8065	.98045
Team members display high levels of cooperation and mutual support.	31	4.1290	.99136
Team members take personal responsibility for the effectiveness of our team.	31	3.2581	1.2374
We are able to work through differences of opinion without damaging relationships.	31	3.7742	.95602
<b>External Adaptability</b>			
Our team works with a great deal of flexibility so that we can adapt to changing needs.	31	2.7419	.89322
Our team sees external threats as an opportunity.	31	2.8387	.89803
Our team maintains an awareness of how changes can impact the organization's goals.	31	2.9355	.99785
Valid N (listwise)	31		

Source - Survey Data (2020)

**Table 4.14 Summary of Leadership Effectiveness of Male Leaders**

	n	Mean	Std. Deviation
Goal Achievement	31	3.7903	1.93385
Team's Smooth Internal Process	31	3.7417	1.87054
External Adaptability	31	2.8387	1.80501
Valid N (listwise)	31		

**Source - Survey Data (2020)**

.The above tables illustrate the leadership effectiveness of female and male leaders in ABIG PLC according to the data gathered from their subordinates. Previously, the data gathered revealed that there exists a difference in styles of leadership by female and male leaders of the company. Accordingly, in order to see if those differences of leadership styles caused by gender have any worthy impact the study attempted to measure leadership effectiveness from three perspectives. Goal Achievement, team's smooth internal process and external adaptability.

Consequently, according to the data gathered from both female and male-led respondents the following data was retrieved. From female leaders perspective; Team's smooth process was measured to be the highest with a mean of 3.9 followed by goal achievement with a mean of 2.96 and finally external adaptability with 2.9 mean.

## 4.6 Correlation Analysis

### 4.6.1 The relationship between Leadership Styles Adopted by Female Leaders and their Leadership Effectiveness

**Table 4.18 Correlations of Female Leadership Styles and their effectiveness**

		Relationship-oriented Leadership	Task-oriented Leadership	Transactional Leadership	Transformational	Goal Achievement	Team's smooth Internal Process	External Adaptability
Relationship-oriented Leadership	Pearson Correlation	1	.144	.000	.124	.207	.435 <sup>*</sup>	-.286
	Sig. (2-tailed)		.448	1.000	.514	.273	.016	.126
	N	30	30	30	30	30	30	30
Task-oriented Leadership	Pearson Correlation	.144	1	.325	-.105	.262	.014	.190
	Sig. (2-tailed)	.448		.079	.580	.162	.940	.314
	N	30	30	30	30	30	30	30
Transactional Leadership	Pearson Correlation	.000	.325	1	.042	.454 <sup>*</sup>	.036	-.019
	Sig. (2-tailed)	1.000	.079		.825	.012	.850	.921
	N	30	30	30	30	30	30	30
Transformational	Pearson Correlation	.124	-.105	.042	1	.063	.394 <sup>*</sup>	-.001
	Sig. (2-tailed)	.514	.580	.825		.740	.031	.996
	N	30	30	30	30	30	30	30
Goal Achievement	Pearson Correlation	.207	.262	.454 <sup>*</sup>	.063	1	-.052	-.185
	Sig. (2-tailed)	.273	.162	.012	.740		.784	.327
	N	30	30	30	30	30	30	30
Team's smooth Internal Process	Pearson Correlation	.435 <sup>*</sup>	.014	.036	.394 <sup>*</sup>	-.052	1	-.085
	Sig. (2-tailed)	.016	.940	.850	.031	.784		.656
	N	30	30	30	30	30	30	30
External Adaptability	Pearson Correlation	-.286	.190	-.019	-.001	-.185	-.085	1
	Sig. (2-tailed)	.126	.314	.921	.996	.327	.656	
	N	30	30	30	30	30	30	30

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

**Source - Survey Data (2020)**

## 4.6.2 Relationship between Leadership Styles by Male Leaders & their Leadership Effectiveness

**Table 4.19 Correlations of Male Leadership Styles and their effectiveness**

		Relationship-oriented	Task-oriented Leadership	Transactional Leadership	Transformational Leadership	Goal Achievement	Team's Smooth Internal Process	External Adaptability
Relationship-oriented	Pearson Correlation	1	-.153	.043	.329	-.061	.412	-.003
	Sig. (2-tailed)		.412	.817	.071	.744	.021	.987
	N	31	31	31	31	31	31	31
Task-oriented Leadership	Pearson Correlation	-.153	1	.166	-.055	.298	-.070	-.148
	Sig. (2-tailed)	.412		.373	.767	.104	.708	.427
	N	31	31	31	31	31	31	31
Transactional Leadership	Pearson Correlation	.043	.166	1	.021	.411*	.033	.087
	Sig. (2-tailed)	.817	.373		.910	.022	.861	.641
	N	31	31	31	31	31	31	31
Transformational Leadership	Pearson Correlation	.329	-.055	.021	1	-.216	.023	-.281
	Sig. (2-tailed)	.071	.767	.910		.244	.901	.125
	N	31	31	31	31	31	31	31
Goal Achievement	Pearson Correlation	-.061	.298	.411*	-.216	1	-.214	-.008
	Sig. (2-tailed)	.744	.104	.022	.244		.247	.968
	N	31	31	31	31	31	31	31
Team's Smooth Internal Process	Pearson Correlation	.412*	-.070	.033	.023	-.214	1	-.042
	Sig. (2-tailed)	.021	.708	.861	.901	.247		.823
	N	31	31	31	31	31	31	31
External Adaptability	Pearson Correlation	-.003	-.148	.087	-.281	-.008	-.042	1
	Sig. (2-tailed)	.987	.427	.641	.125	.968	.823	
	N	31	31	31	31	31	31	31

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

**Source - Survey Data (2020)**

Pearson correlation was used in this study to evaluate a relationship between two or more variables. The sample correlation coefficient, indicated by  $r$ , ranges between -1 and +1 and it enumerates the strength/weakness of linear relationship between variables. If  $r$  results in -1, it indicates that there is an absolute negative association and in contrast, if  $r$  results in +1, it indicates an absolute positive association of the variable under study. In other case,  $r$  equals 0 it indicates that there is no association between the variables under study.

In this particular study, two correlation analyses were conducted. One based on the data gathered from female-led respondents and another from male-led respondents. Table 18 demonstrates the association between relationship-oriented, task-oriented leadership, transactional leadership and transformational leadership of female leaders of ABIG PLC (the independent variables) and their leadership effectiveness (the dependent variable) through the three measures: Goal Achievement, Team's Smooth Internal Process and External Adaptability (the dependent variable). Note that Table 20 is based on the data gathered from female-led respondents. Thus, based on the result retrieved from SPSS: relationship-oriented leadership style has a positive association of 0.207 and 0.435 correlation with goal achievement and team's smooth internal process respectively and a negative association of  $r=-0.286$ . Task-oriented leadership style was found to have a positive 0.262 link with goal achievement, and a positive but significant relationship ( $r=0.014$ ) with team's smooth internal process and finally  $r=0.190$  correlation with external adaptability. Transactional leadership style was found to have 0.454 correlation with goal achievement. As for team's smooth internal process and external adaptability  $r=0.036$  &  $-0.019$  respectively which shows an insignificant but positive relationship. Finally transformational leadership correlated with goal achievement with  $r=0.63$  and  $r$  showed a positive association of 0.39 with team's smooth internal process and an almost no association of  $-0.001$  with external adaptability.

As for male-led respondents, Table 19 reveals the link between relationship-oriented, task-oriented leadership, transactional leadership and transformational leadership of male leaders of ABIG PLC (the independent variables) and their leadership effectiveness (the dependent variable) through the three measures: Goal Achievement, Team's Smooth Internal Process and External Adaptability (the dependent variable). Note that Table 19 is based on the data gathered from male-led respondents. Thus, based on the result retrieved from SPSS: relationship-oriented leadership style has a negative association of  $-0.061$  and  $-0.003$  correlation with goal achievement and external adaptability respectively and a positive

association of  $r=-0.412$  with team's smooth internal process. Task-oriented leadership style was found to have a positive 0.298 link with goal achievement, and a positive but significant relationship ( $r=0.070$ ) with team's smooth internal process and finally  $r=-0.148$  correlation with external adaptability. Transactional leadership style was found to have 0.411 correlation with goal achievement. As for team's smooth internal process and external adaptability  $r=0.033$  &  $-0.087$  respectively which shows an insignificant relationship. Lastly, transformational leadership correlated with goal achievement with a negative correlation of  $r=-0.216$  and  $r$  showed a positive association of 0.23 with team's smooth internal process and an a negative association of  $-0.281$  with external adaptability.

The following two tables summarizes the correlation overall leadership styles and effectiveness of female and male leaders of ABIG PLC. As one can notice, female leadership styles in the company and their effectiveness resulted in  $r=0.454$ .

**Table 4.20 Correlation of Female Leadership and their effectiveness**

		Overall Leadership Styles of Females	Overall Female Leadership Effectiveness
Overall Leadership Styles of Females	Pearson Correlation	1	.454*
	Sig. (2-tailed)		.012
	N	30	30
Overall Female Leadership Effectiveness	Pearson Correlation	.454*	1
	Sig. (2-tailed)	.012	
	N	30	30

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

Source - Survey Data (2020)

**Table 4.21 Correlation of Male Leadership and their effectiveness**

		Overall Leadership Styles of Males	Overall Effectiveness of Male Leaders
Overall Leadership Styles of Males	Pearson Correlation	1	.313
	Sig. (2-tailed)		.086
	N	31	31
Overall Effectiveness of Male Leaders	Pearson Correlation	.313	1
	Sig. (2-tailed)	.086	
	N	31	31

Source - Survey Data (2020)

## 4.7 Multiple Regression Analysis

Multiple regression is a simple linear regression extension. It is used when we want to predict a variable's value based on two or more other variables. The variable that we want to predict is called the dependent variable and the variable that influences it is called the independent variable. Multiple regression analysis was carried out to assess the impacts between the independent and the dependent variables. The outcomes of regression are presented below.

The table below illustrates the value of R square as 0.206 which indicates that the deviation of the independent variable, which is overall leadership styles of females affect the dependent variable, leadership effectiveness. Thus, the dependent variable is influenced by 20.6% by the independent variable. The remaining 79.4% of the variation is undetermined by this study.

**Model Summary**

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.454 <sup>a</sup>	.206	.178		2.79285

a. Predictors: (Constant), Overall Leadership Styles of Females

**Source - Survey Data (2020)**

**Model Summary**

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.313 <sup>a</sup>	.098	.067		2.66406

a. Predictors: (Constant), Overall Leadership Styles of **Males**

**Source - Survey Data (2020)**

The table above illustrates the value of R square as 0.098 which indicates that the deviation of the independent, which is overall leadership styles of male affect the dependent variable, leadership effectiveness. Thus, the dependent variable is influenced by 9.8% by the independent variable. The remaining 90.2% of the variation is undetermined by this study. Thus, examining other independent variables might be helpful.

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	104.701	1	104.701	7.278	.012 <sup>b</sup>
	Residual	402.799	28	14.386		
	Total	507.500	29			

a. Dependent Variable: Overall Female Leadership Effectiveness

b. Predictors: (Constant), Overall Leadership Styles of Females

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	68.700	1	68.700	3.158	.036 <sup>b</sup>
	Residual	630.849	29	21.753		
	Total	699.548	30			

a. Dependent Variable: Overall **Male** Leadership Effectiveness

b. Predictors: (Constant), Overall Leadership Styles of **Males**

**Source - Survey Data (2020)**

ANOVA is a data analysis technique that is applied to decide if there are significant differences between two or more groups or samples at a selected probability level. An independent variable can be considered significant predictor of the dependent variable if the absolute t-value of the regression coefficient associated with that independent variable is greater than the absolute critical t-value.

In this study, the significance value is 0.012 for female leaders and 0.036 for male leaders which is less than 0.05 hence the independent variables, i.e. leadership styles of females and males are statistically significant in influencing leadership effectiveness of both female and male leaders of the company.

## CHAPTER FIVE

### CONCLUSION AND RECOMMENDATIONS

#### 5.1 Findings and Conclusion

Findings of this study were analysed from the data collected through employees of ABIG PLC. Their responses were categorized based on the gender of their leaders. 30 out of 61 respondents have female bosses while the rest 31 are under male bosses. General perception of leadership and gender effectiveness seemed to be very positive as respondents responded to questions on questionnaire regarding general perception of leadership and gender effectiveness accumulated aggregate mean greater than 4 by both female-led and male-led employees.

Female leaders of ABIG PLC, were found to be Relationship-oriented and Transformational with aggregate means of 3.7 and 3.6. And they were least perceived as Task-oriented and Transactional with aggregate means of 2.88 and 3.2. As for male leaders, Task-oriented leadership style ranked first with a mean of 2.89. Just as the female leaders, Transformational leadership found second place with 2.84. Transactional leadership style is grabbed third place, 2.79 mean and relationship-oriented leadership style is perceived to be the least used style by male leaders in the company.

Based on the correlation analysis of the study: for female leaders, relationship-oriented leadership style is highly associated with team's smooth internal process with  $r=0.435$ . Task-oriented leadership style was found to have a positive 0.262 link with goal achievement. Transactional leadership style found having 0.454 correlation with goal achievement. External Adaptability is the least associated with the different leadership style adopted by female leaders in the company. As for male-led respondents, Task-oriented leadership style was found to have a positive 0.298 link with goal achievement. Lastly, transformational leadership correlated with goal achievement with a negative correlation of  $r=-0.216$  and  $r$  showed a positive association of 0.23 with team's smooth internal process and a negative association of -0.281 with external adaptability.

Multiple regression is used to predict the dependent variable, i.e. leadership effectiveness by the independent variables, i.e. leadership styles of females and males. The outcomes obtained shows that the independent variable, overall leadership styles of females affect the dependent variable, leadership effectiveness by 20.6%. As for the overall leadership styles of males affect the dependent variable, leadership effectiveness by 9.8%.

## **5.2 Recommendations**

- The study showed that female leadership styles are not less effective as a result companies should not hesitate to bring women forward to leadership positions. Top managements should give acknowledgment to women to climb advanced positions like their men colleagues. Furthermore, top management must be willing to approve women's who are capable and qualified.
- When comparing the leadership styles of female and male leaders in the company, we saw that female leaders are highly relationship-oriented while this leadership style can be excellent for keeping internal stability it may lack some effort towards goal achievement. Thus, female leaders of the company should keep up maintaining excellent internal stability and at the same time direct their attention towards achievement of goals.
- Male leaders of the company were found to be highly task-oriented and least relationship-oriented. While this can be very encouraging for goal achievement, it can prove to be potentially dangerous in the long run as it might possibly disrupt the chemistry and cohesion of teams. Hence, male leaders should incorporate features of relationship-oriented leadership to be become more considerate for their subordinates and keep team's internal stability up.
- For future researchers of this similar topic, since this study only focused on gender difference analysis of leadership effectiveness based their leadership styles, and it didn't deeply explore the causes for leadership style differences based on gender, upcoming researchers can study why the two genders lead differently and expand this study.

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## **Appendix**

**Addis Ababa University, School of Commerce**

**Dear Respondent,**

**Research Questionnaire**

**The aim of this questionnaire is to assess if gender impacts leadership effectiveness for a research project with the title “The Impact of Gender Difference on Leadership Effectiveness: the case of ABIG PLC”.**

**You are very kindly requested to give your honest and appropriate responses accordingly. The responses you give are anonymous, confidential and will only be used for academic purposes.**

**Please, don't mention your name in order to maintain anonymity.**

**Thank You!**

**Regards,**

**Biruk Alemayehu**

**For more information**

**Tel - +251911451066**

**Email - birukalex7@yahoo.com**

### **Part One: Demographic Background**

This section of the questionnaire is to grasp basic information about respondents.

#### **Gender**

Female

Male

#### **Age**

25 or Under

26-35

36-45

46-55

Above 55

#### **Educational Background**

College Diploma

BA/BSC Degree

MA/MBA/MSc Degree

PhD or above

#### **Total number of years working in ABIG PLC?**

2 years or less

3-5 years

More than 5 years

### **Part Two: Gender and Leadership**

This section of the questionnaire helps to reveal if women and men actually adopt different leadership styles.

#### **Please specify the gender of your leader. (Mandatory) \***

Female

Male

#### **Relationship-oriented leadership styles**

##### **My boss looks out for the welfare of followers.**

Never

Occasionally

Sometimes

Often

Always

##### **My boss helps or even do favors for subordinates.**

Never

Occasionally

Sometimes

Often

Always

**My boss sacrifices self-interest to maintain the positive relationship of the team.**

Never

Occasionally

Sometimes

Often

Always

**My boss provides adequate support and nurturing for the team.**

Never

Occasionally

Sometimes

Often

Always

**My boss prioritize building and maintaining positive relationships and team cohesion.**

Never

Occasionally

Sometimes

Often

Always

**Task-oriented leadership styles**

**My boss is concerned with maintaining high standards of performance.**

Never

Occasionally

Sometimes

Often

Always

**My boss pushes subordinates to follow and abide rules.**

Never

Occasionally

Sometimes

Often

Always

**My boss makes leader's and follower's roles explicit.**

Never

Occasionally

Sometimes

Often

Always

**My boss sets distinct deadlines to complete a certain task.**

Never

Occasionally

Sometimes

Often

Always

**My boss delegates work accordingly in order to ensure that everything gets done in a timely and productive manner.**

Never

Occasionally

Sometimes

Often

Always

### **Transactional Leadership**

**My boss offers me support in return for my efforts.**

Never

Occasionally

Sometimes

Often

Always

**My boss makes clear what one should hope to get when achieving goals.**

Never

Occasionally

Sometimes

Often

Always

**My boss treats me as an individual rather than just as a member of a group.**

Never

Occasionally

Sometimes

Often

Always

**My boss keeps track of my mistakes.**

Never

Occasionally

Sometimes

Often

Always

### **Transformational Leadership**

**My boss spends time teaching and coaching.**

Never

Occasionally

Sometimes

Often

Always

**My boss guarantees subordinates that problems will be solved.**

Never

Occasionally

Sometimes

Often

Always

**My boss gets others to look at problems from many different angles.**

Never

Occasionally

Sometimes

Often

Always

**My boss shows positively when talking about the future.**

Never

Occasionally

Sometimes

Often

Always

**My boss stresses the value of having a common sense of mission.**

Never

Occasionally

Sometimes

Often

Always

### **Part Three: Leadership Effectiveness**

This part of the questionnaire attempts to measure leadership effectiveness from three angles.

1. Goal achievement
2. Smooth internal processes - including group cohesion, follower satisfaction, and efficient

operations

3. External adaptability - which refers to a group's ability to change and evolve successfully

**I believe gender can influence leadership effectiveness.**

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

**I believe women can be effective leaders.**

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

**I believe my boss would have a different leadership style had she/he been of the opposite gender**

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

**Goal Achievement**

**The mission and goals that my boss set are well aligned with the organization's mission and goals.**

Strongly disagree

Disagree

Neutral

Agree

Strongly Agree

**My boss sets challenging goals and we achieve those goals.**

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

**My boss is capable in setting directions and encouraging the staff towards achieving the expected goals.**

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

**We(as a team) consistently produce strong and measurable results.**

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

**Team's smooth internal process**

**As a team our collaboration produces productive, worthwhile, and yield good results.**

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

**Team members display high levels of cooperation and mutual support.**

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

**Team members take personal responsibility for the effectiveness of our team.**

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

**We are able to work through differences of opinion without damaging relationships.**

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

**External Adaptability**

**Our team works with a great deal of flexibility so that we can adapt to changing needs.**

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

**Our team sees external threats as an opportunity.**

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

**Our team maintains an awareness of how changes can impact the organization's goals.**

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

**Thank You for your cooperation!**