

GENDER AND LEADERSHIP IN AN EMERGING ECONOMY: COMPARISON OF FEMALE AND MALE LEADERSHIP BEHAVIOURS

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INTRODUCTION



- ▶ Gender issues in leadership have been a source of contention in the extant western literature for some decades (Eagly & Johannesen-Schmidt, 2001; Trinidad & Normore, 2005)...
- ▶ but little has been written and researched in relation to emerging economies like those in the Caribbean.

INTRODUCTION

- ▶ Several scholars have concluded that continued research is necessary to gain an understanding of whether females are viewed as less effective leaders, despite their competencies (Bass and Stoghill, 1991; Cheung & Halpern, 2010; Eagly & Johnson, 1990).

INTRODUCTION

- ▶ Bass (1990) contended that women more than men, practice transformational leadership and this seems to be supported by other researchers (Eagly, Johannesen-Schmidt, & van Engen, 2003; Eagly & Johannesen-Schmidt, 2001).

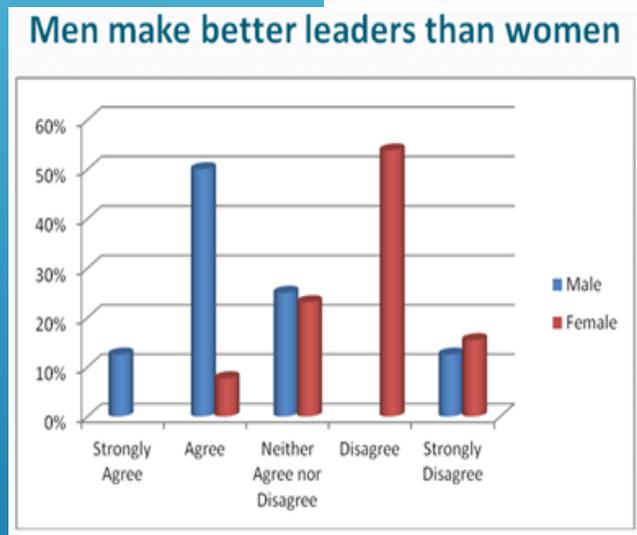
INTRODUCTION

► There is a dearth of research and publications focused on gender and leadership issues in small island developing States.

4 Qualities That Make Women Better Leaders than Men



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GAP IN LITERATURE/CONTRIBUTION

- ▶ The purpose of this study was to identify perceptions of differences gender and leadership in a nation state of an emerging economy, namely Barbados.
- ▶ To examine employees' (managers, supervisors, administrators and non-managerial staff members) perceptions of differences in gender and leadership behaviours.

PURPOSE OF STUDY

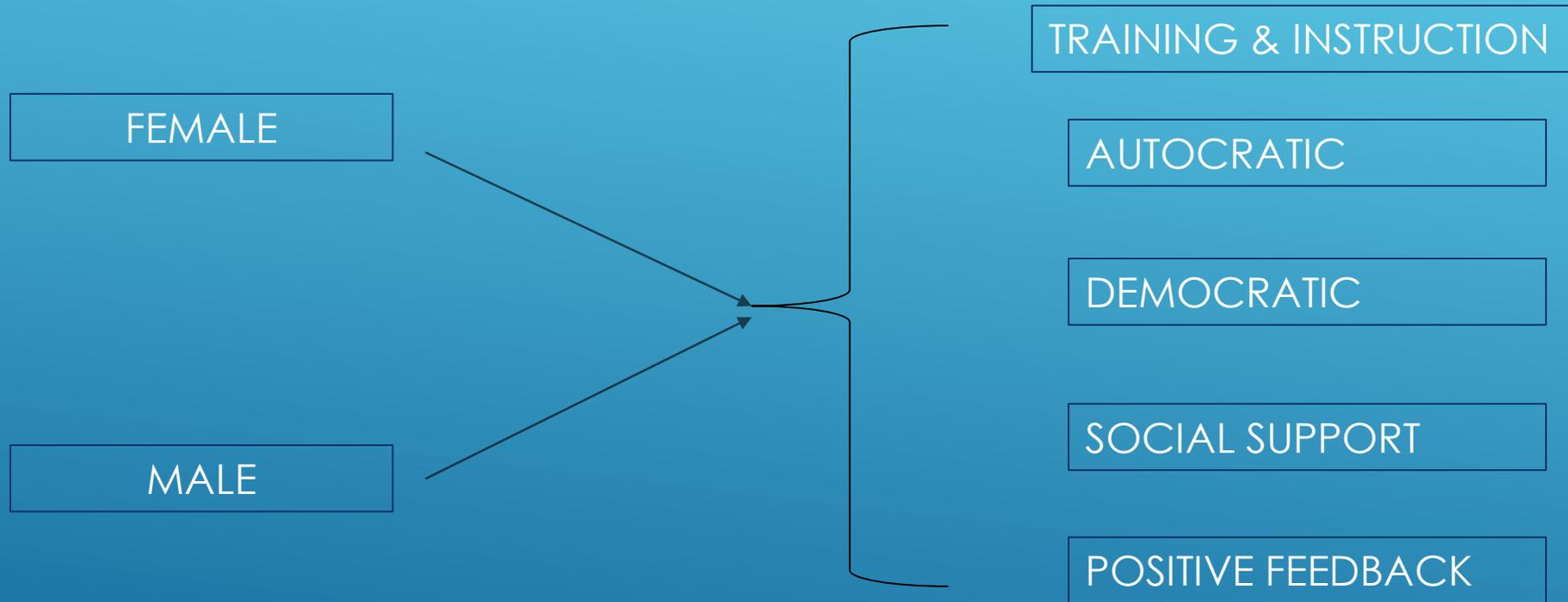
1. To what extent do males and females differ in terms of leadership behaviours (Training and Instruction, Autocratic, Democratic, Social Support and Positive Feedback)?

1b. Are there any differences in preferences for specific leadership behaviours?

RESEARCH QUESTION

GENDER

LEADERSHIP BEHAVIOUR



RESEARCH VARIABLES

- ▶ Leadership will be analysed in the context of the multidimensional model for leadership (MML)... aligned to implicit leadership theories (ILT) ...
- ▶ ... In ILT, Team members have implicit expectations and assumptions about the types of behaviours and characteristics inherent in their leader, which affects the ways in which they interact with and build relationships with the leader.

THEORETICAL FRAMEWORK

- ▶ This cross-sectional and exploratory study utilised a self-administered structured questionnaire...
- ▶ A convenience sampling was the preferred method used in this study.
- ▶ According to McMillan and Schumacher (2006) this type of sampling is utilized where subjects are selected “on the basis of being accessible or expedient” (p.125).

METHODS

- ▶ Participants were selected from financial institutions, credit unions, insurance companies, accounting firms, insurance brokers and hotels.
- ▶ The sample comprised of 114 employees; 30 males and 84 females at the management, supervisory, administrative and clerical levels (see Table 1).
- ▶ The response rate was 76% (114/150)

PARTICIPANTS

TABLE 1 - SAMPLE ACCORDING TO GENDER

			Position				Total	
			Mgt	Super	Admin	Clerical		
Gender	Male	Count	8	12	6	4	30	
		% within Gender	26.7%	40.0%	20.0%	13.3%	100.0%	
		% of Total	7.0%	10.5%	5.3%	3.5%	26.3%	
	Female	Count	7	23	28	26	84	
		% within Gender	8.3%	27.4%	33.3%	31.0%	100.0%	
		% of Total	6.1%	20.2%	24.6%	22.8%	73.7%	
	Total		Count	15	35	34	30	114

- ▶ The Leadership Scale for Sports (LSS) instrument was adapted by the researcher for non-sport organizations.
- ▶ The test for reliability of the scale had a Cronbach alpha coefficient of .89, which reflected high internal consistency across the 5 leadership dimensions.

RESEARCH INSTRUMENT

5 DIMENSIONS:

1. Training and Instruction
2. Autocratic
3. Democratic
4. Social Support
5. Positive Feedback

RESEARCH INSTRUMENT

- ▶ Data sets were analysed using SPSS...
- ▶ **Frequencies and independent-sample t-test** were generated.

DATA ANALYSIS PROCEDURES

FINDINGS

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Table 2 - Gender of Senior Leader/Manager as Reported by Respondents

		Frequency	%
Valid	Male	54	47.4
	Female	60	52.6
	Total	114	100.0

TO WHAT EXTENT DO MALES DOMINATE SENIOR LEADERSHIP ROLES IN THE SAMPLED ORGANISATIONS?

- ▶ The results indicated that in the organisations who were sampled, the majority of them were led by female managers: 52.6% versus 47.4% male.
- ▶ This is a reflection that the sample was not biased in favour of male centred institutions, which may have influenced the kinds of responses and statistical outcomes.

**TO WHAT EXTENT DO MALES DOMINATE SENIOR
LEADERSHIP ROLES IN THE SAMPLED
ORGANISATIONS?**

Table 3 - Male and female differences regarding the dimension Training and instruction (Not Significant)

	Gender				df	t	p
	Male		Female				
	30		76				
	M	SD	M	SD			
Training and instruction	26.10	8.62	27.48	8.37	103	-.751	.455

Note: ***p < .001, **p < .01, *p < .05

TRAINING AND INSTRUCTION

Table 4 - Male and female differences regarding the dimension Democratic Behavior (Not Significant)

	Gender						
	Male		Female				
	26		76				
	M	SD	M	SD	df	t	p
Democratic Behavior	21.11	6.25	23.73	6.23	96	.266	.791

DEMOCRATIC BEHAVIOUR

Table 5 - Male and Female differences regarding the dimension Autocratic behavior (Not significant)

	Gender						
	Male		Female				
	30		76				
	M	SD	M	SD	df	t	p
Autocratic Behavior	19.44	4.51	18.89	6.23	101	.420	.675

AUTOCRATIC BEHAVIOUR

Table 6 - Male and female differences regarding the dimension Social support (Not significant)

	Gender						
	Male		Female				
	26		76				
	M	SD	M	SD	df	t	p
Social Support	24.04	6.18	25.77	5.34	91	-1.33	.186

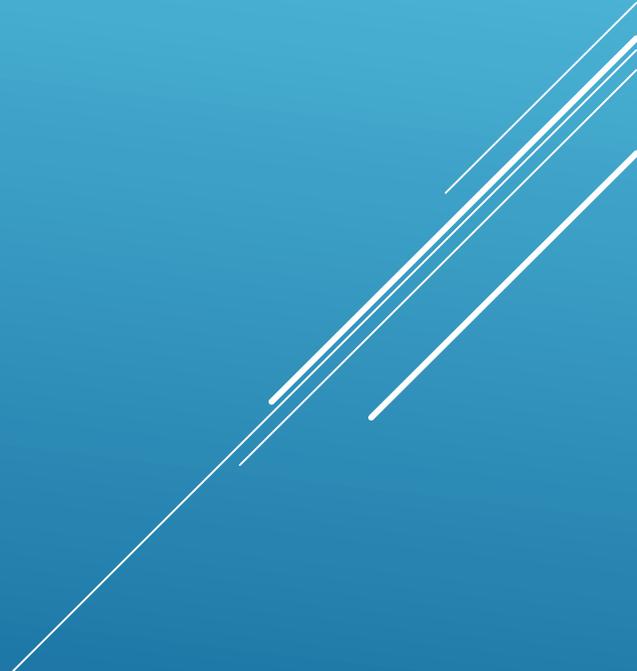
SOCIAL SUPPORT

**Table 7 - Male and female differences regarding positive feedback
(Not Significant)**

	Gender				df	t	p
	Male		Female				
	30		80				
	M	SD	M	SD			
Positive Feedback	8.93	4.14	10.70	4.48	108	-1.87	.063

POSITIVE FEEDBACK

DISCUSSION...

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- ▶ A major finding of this research was that there were **no significant differences** with regards to how male or female leadership behaviours are perceived in the sampled organisations.
- ▶ Across the 5 dimensions of: 1. training and instruction, 2. democratic behaviour, 3. Autocratic behaviour, 4. Social support, and 5. Positive Feedback, none was found to be significant in relation to gender.

DISCUSSION...

HOWEVER:

- ▶ **Females** had higher preferences for 4 of the 5 Leadership dimensions: Training and Instruction, Democratic Behaviour, Social Support, and Positive Feedback (*Analysis of mean scores*)
- ▶ **Males** had a higher preference for **Autocratic Behaviour** even though slight ($M=19.44$) versus female ($M=18.89$).

DISCUSSION...

- ▶ The biggest differential in favour of females was for preferences related to democratic behaviour (females $M=23.73$; males $M=21.11$), a 2.62 points difference.

DISCUSSION...

- ▶ These findings seem to corroborate Noland & Moran (2016) and Eagly and Johnson (1990) who reported that female leaders tend to be more relationship oriented and democratic; whereas, male leaders are more tasks oriented and autocratic.
- ▶ Relationship orientation can also be aligned to social support in the leadership scale... where Females had a higher average mean score.

DISCUSSION...

- ▶ The results seem to be aligned to the thinking of Eagly et al. (2003) and Eagly and Johannesen-Schmidt (2001) who purported that women show high evidence of transformational leadership, supporting the view that women may have more highly developed interpersonal skills than men.

DISCUSSION...

- ▶ Referring to MML and its implicit leadership underpinnings, the findings imply that females chose behaviours that are considered best aligned to the needs of people they lead...
- ▶ ... and research by Eagly et al. (2003) suggest that there are no differences based on leader ability by gender, but differences based on leadership style.
- ▶ These results seem to support style differences consistent with MML/ILT theory.

DISCUSSION...

- ▶ This exploratory research utilised a relatively small sample size and the % of males compared to females may have been somewhat imbalanced.
- ▶ Further research needs to be done within both private and public sectors, to obtain more representative samples (both male and females in positions of leadership)... to gain a much bigger sample.

FUTURE RESEARCH

- ▶ Further research could test hypotheses related to gender, leadership and variables such effectiveness, competitiveness, life-work balance, harmony, age, culture of business sector and country of origin.
- ▶ Lastly, further research may utilise mixed methods such as questionnaires, interviews and focus groups.

FUTURE RESEARCH

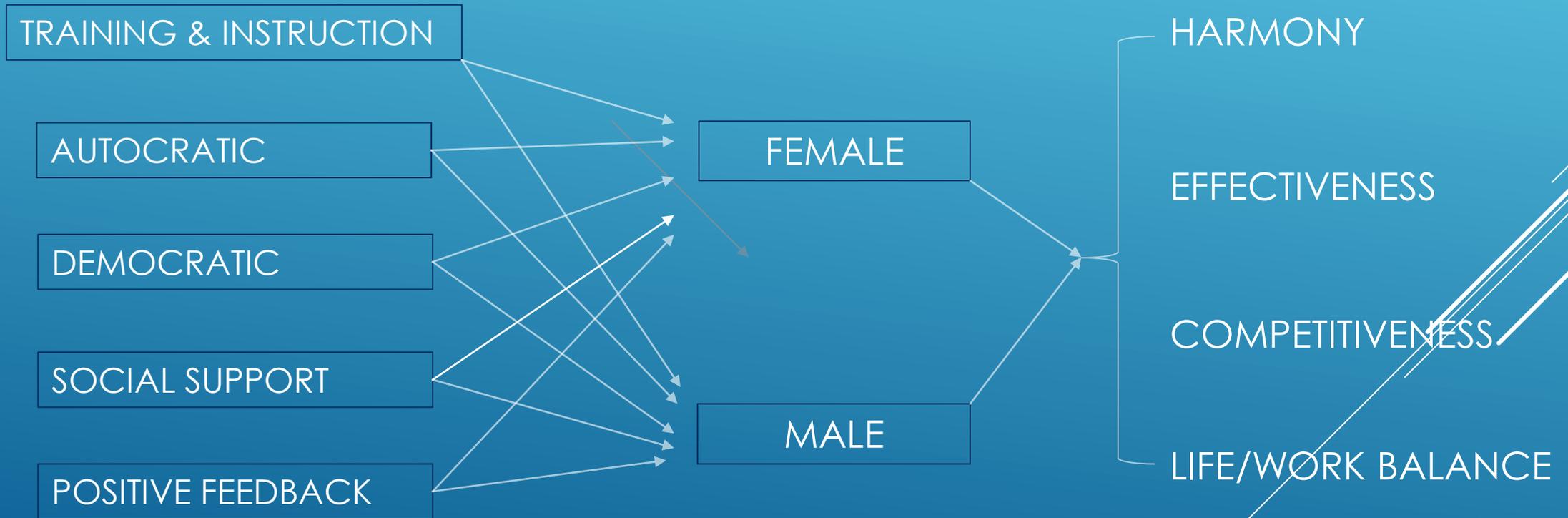
POSSIBLE VARIABLES

PREDICTORS

MEDIATOR

OUTCOMES

LEADERSHIP BEHAVIOURS





THANK YOU FOR LISTENING... GLAD FOR
YOUR COMMENTS/SUGGESTIONS...