A Correlational Study on Leadership Styles, Gender Roles and Personality Patterns of Male and Female Managers

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The present Research aimed at drawing correlation among leadership roles, gender roles and personality dimensions. The samples were drawn from the managerial population with a minimum of two years of experience in managing & supervising a minimum of four employees. The sample size was 80 with 40 Male leaders and 40 Female leaders. The participants included for this study were Managers, Team leaders, heads of the Department, Supervisors and Entrepreneurs. Multifactor leadership questionnaire, Bem's Sex Roles Inventory and Big Five Inventory were the scientific materials used for Data Collection. T- Test was computed to determine the significant differences among Male and Female leaders in terms of leadership styles and personality. Paired samples correlation was done to determine the Significant Relationship among the gender roles, personality and leadership styles. Results showed that there is no significant difference among Male and Female Leaders in terms of personality and Leadership Styles. In addition, it was found that there is a significant relationship between the leadership styles and gender roles and gender roles and personality dimensions. But there is no Significant Relationship between the leadership styles and personality dimensions.

Keywords: leadership styles, gender roles, personality dimensions, sex roles, androgyny

The problem of leadership has been one of man's major concerns since the day's antiquity. "In Biblical days, the children of Israel needed someone to guide them out of their bondage, and Moses stepped forward to lead them in their journey to the promise land. Leadership was a matter of concern in the days when Alexander set out with a small band of Greeks to conquer the world, when Caesar led his troops across the Rubicon, and when Columbus set out a mutinous crew in leaky boats to discover a New World".

In the modern times, during the Great Economic Depression, the American people needed someone to restore their confidence and to provide a method of combating the economic crises they were facing, Franklin. D. Roosevelt became a leader to accomplish these tasks. In World War II, the British people were suffering severe losses and appeared to be unsuccessful combating the enemies when Winston

Churchill came to the forefront and guided the British efforts to victory. In a like manner Adolf Hitler

provided leadership in Germany, Mussolini in Italy, and Stalin in USSR. In India, Mohandas Karamchand Gandhi, and his predecessors M. G. Ranade, B. G. Tilak and Lajpat Rai provided the much-needed leadership to get India out of the clutches of the British regime. The modern-day leaders all over the world have taken their places in guiding the thoughts and efforts of people to the achievement of the common goals.

Coming to the business organizations, people working there need leaders-individuals who could be instrumental in guiding the efforts of groups of workers to the achievement of goals and objectives both individual, and the organization. The objectives may not be very far-reaching, and the actions of the leaders may not be so dramatic, but the successful performance of the leadership role is essential to the survival of the business enterprise. Goods and services are to be provided, products and customers need to be united and the worker efforts require integration and coordination. The leader guides the actions of others in accomplishing these tasks. (Mamoria, C. B., 2000)

Leadership style is the way a person uses power to lead other people. Research has identified a variety of leadership styles. The most appropriate leadership style depends on the function of the leader, the followers and the situation. There are many different leadership styles that can be exhibited by leaders in the political, business or other fields. Leadership Styles can be categorized into-

Transformational leadership occurs when leaders and followers raise one another to higher levels of motivation and morality. Leaders address themselves to followers' wants, needs, and other motivations, as well as to their own, and thus may serve as an independent force in changing the makeup of the followers' motive base through gratifying their motives (Burns, 1978: 20). The full range of leadership introduces four elements of transformational leadership:

- **Individualized Consideration** – the degree to which the leader attends to each follower's needs, acts as a mentor or coach to the follower and listens to the follower's concerns and needs. The leader gives empathy and support, keeps communication open and places challenges before the followers. This also encompasses the need for respect and celebrates the individual contribution that each follower can make to the team. The followers have a will and aspirations for self-development and have intrinsic motivation for their tasks.

- **Intellectual Stimulation** – Such leaders encourage their followers to be innovative and creative. They encourage new ideas from their followers and never criticize them publicly for the mistakes committed by them. The leaders focus on the "what" in problems and do not focus on the blaming part of it. They have no hesitation in discarding an old practice set by them if it is found ineffective.

- **Inspirational Motivation** – the degree to which the leader articulates a vision that is appealing and inspiring to followers. Leaders with inspirational motivation challenge followers to leave their comfort zones, communicate optimism about future goals, and provide meaning for the task at hand. Followers need to have a strong sense of purpose if they are to be motivated to act. Purpose and meaning provide the energy that drives a group forward. The visionary aspects of leadership are supported by communication skills that make the vision understandable, precise, powerful and engaging. The followers are willing to invest more effort in their tasks; they are encouraged and optimistic about the future and believe in their abilities.

- **Idealized Attributes(IA):** Instill pride in others for being associated with the leader, Go beyond self-interest for the good of the group, Act in ways that build others' respect for the leader and Display a sense of power and confidence.

- **Idealized Behaviors (IB):** The leader talks about the most important values and beliefs, specify the importance of having a strong sense of purpose, consider the moral and ethical consequences of decisions and Emphasize the importance of having a collective sense of mission.

Transactional leadership involves motivating and directing followers primarily through appealing to

their own self-interest. The power of transactional leaders comes from their formal authority and responsibility in the organization. The main goal of the follower is to obey the instructions of the leader. The style can also be mentioned as a 'telling style'. The full range of leadership introduces three elements of transformational leadership:

- **Contingent Rewards:** Transactional leaders link the goal to rewards, clarify expectations, provide necessary resources, set mutually agreed upon goals, and provide various kinds of rewards for successful performance. They set SMART (specific, measurable, attainable, realistic, and timely) goals for their subordinates.
- **ActiveManagement by Exception:** Transactional leaders actively monitor the work of their subordinates, watch for deviations from rules and standards and taking corrective action to prevent mistakes.
- **Passive Management by Exception:** Transactional leaders intervene only when standards are not met or when the performance is not as per the expectations. They may even use punishment as a response to unacceptable performance.

    Laissez-faire: The leader provides an environment where the subordinates get many opportunities to make decisions. The leader himself abdicates responsibilities and avoids making decisions and therefore the group often lacks direction.

Personality is a dynamic and organized set of characteristics possessed by a person that uniquely influences his or her cognitions, motivations, and behaviors in various situations. The five most popular dimensions of personality are as follows.

Extraversion
(outgoing/energetic vs. solitary/reserved) Energy, positive emotions, surgency, assertiveness, sociability and the tendency to seek stimulation in the company of others, and talkativeness.

Agreeableness
(friendly/compassionate vs. analytical/detached).A tendency to be compassionate and cooperative rather than suspicious and antagonistic towards others. It is also a measure of one's trusting and helpful nature,

and whether a person is generally well tempered or not.

Conscientiousness
(efficient/organized vs. easy-going/careless).   A tendency to be organized and dependable, show self-discipline, act dutifully, aim for achievement, and prefer planned rather than spontaneous behavior.

Neuroticism
(sensitive/nervous vs. secure/confident).The tendency to experience unpleasant emotions easily, such as anger, anxiety, depression, and vulnerability. Neuroticism also refers to the degree of emotional stability and impulse control and is sometimes referred to by its low pole, "emotional stability".

Openness to experience
(inventive/curious vs. consistent/cautious)Appreciation for art, emotion, adventure, unusual ideas, curiosity, and variety of experience. Openness reflects the degree of intellectual curiosity, creativity and a preference for novelty and variety a person has. It is also described as the extent to which a person is imaginative or independentand depicts a personal preference for a variety of activities over a strict routine. Some disagreement remains about how to interpret the openness factor, which is sometimes called "intellect" rather than openness to experience.

A gender role is a theoretical construct in the social sciencesand humanities that refers to a set of social and behavioral norms that, within a specific culture, are widely considered to be socially appropriate for individuals of a specific sex. Gender Roles Are Classified into Masculine, Feminine and Androgynous Gender Roles.

*Masculinity***:**possession of the qualities traditionally associated with men such as courage, being Ambitious, Conscientious, Analytical and athletic.

Femininity: The quality or condition of being feminine such as being gentle, soft spoken and sensitive to others needs.

Androgyny: possession of both Masculine and Feminine qualities.

REVIEW OF LITERATURE

The analysis of the related literature reveals that some of the researches such as the researches conducted by J. Brad Chapman, Alice, H. Eaglyet. al and Barbara Mandell suggest sex differences in adopting leadership styles. But the research conducted by Shenoff and Amy Beth (1995) indicates that the sex is associated with leadership. Further research conducted by Parmer and Lucinda (2012) suggest that the personality dimension extraversion and gender as one of the determinants of leadership. The research conducted by Saulino and Chrostphen R. (2012) shows that the personality traits conscientiousness and extraversion may more likely be associated with better supervision. The study conducted by Francis S. J. (2010) indicates that agreeableness and extraversion have a significant influence on transformational leadership. Thus, the above research literature suggests that there is a significant interaction among the gender or gender roles, personality traits and leadership or leadership styles.

Since most of the early researches focused on the influence of sex rather than gender roles the researcher took interest to include gender roles as one of the variables to discover its relationship with leadership styles and personality traits. As most of the early researches suggest a correlation between the personality traits and leadership styles the researcher also includes personality traits as a variable and strives to investigate the interaction among all the three variables – gender roles, personality traits and leadership styles.

METHODOLOGY

Aim of the Study

To find correlation among leadership styles, Personality dimensions andGender roles male and female managers.

Hypotheses

1. To assess the leadership styles of the male leaders.
2. To assess the leadership styles of the female leaders.
3. To assess the personality dimensions of the male leaders.
4. To assess the personality dimensions of the female leaders.
5. To assess the gender role behaviors of the male leaders.
6. To assess the gender role behaviors of the female leaders.
7. There is no significant difference between male and female leader in terms of leadership styles.
8. There is no significant difference between male and female leader in terms of personality dimensions.
9. There is no significant relationship between leadership styles and gender roles.
10. There is no significant relationship between gender roles and personality dimensions.
11. There is no significant relationship between leadership styles and personality dimensions.

Participants

The participants of this study are people who manage and supervise a minimum of four people under their control. The sample includes Managers, Team Leaders, Head of the Department, Supervisors and Entrepreneurs. The sample comprises of 40 males and 40 females.

Sampling Technique

Convenience sampling design has been adopted to carry out the research. The participants have been chosen from the population with respect to the convenience of the Researchers. The researcher has drawn the representative data from participants who have voluntarily come forward to take part in the research.

Inclusion Criteria

Participant were selected for this present investigation based on the following criteria
❖ The participant must hold a managerial position
❖ He/She must manage or supervise a minimum of four employees
❖ He/She must have a minimum of two years of managerial experience
❖ He/She must be employed in private sector or
❖ He/She must be a proprietor

Exclusion Criteria

- ❖ He/She is a manager but does not manage or supervise a minimum of four employees
- ❖ He/She is a manager but does not have a minimum of two years of experience
- ❖ He/She has not employed in private sector or
- ❖ He/She is not a proprietor
- ❖ He/She has any form of mental illness

Method of Data Collection

Data collection has been done by using questionnaire method. The data collection has partially been done through electronic mailing and partially through directly approaching the participants.

Description of the Tools

Three questionnaires have been used to carry out the study.

Name of the Questionnaires	Variables being measured
Multi Factor Leadership Questionnaire (MLQ): [Actual Form]	Leadership Styles
Bem's Sex Role Inventory	Gender Roles
Big Five Inventory	Personality

Results and Discussion

Table IShows the Mean Value and The Standard Deviation for Different Dimensions of Leadership Styles Among the Male Leaders.

Dimensions of Leadership Styles	Gender	N	Mean	Std. Deviation
Idealized Influence (Attributed)	Male	40	2.8750	.72280
Idealized Influence (Behavior)	Male	40	2.8125	.70427
Inspirational Motivation	Male	40	2.8875	.92326
Intellectual Stimulation	Male	40	2.8750	.88976

Individualized Consideration	Male	40	2.7500	.79259
Contingent Reward	Male	40	3.0125	.77201
Management-by-Exception (Active)	Male	40	3.0375	.78762
Management-by-Exception (Passive)	Male	40	2.2375	1.08597
Laissez-faire	Male	40	1.9750	.92646

The computation of Arithmetic mean shows that the dominant leadership style among the Male leaders is Management by Exception [Active]. The leaders who manage by exception actively, monitor the work of their subordinates, watch for deviations from rules and standards and taking corrective action to prevent mistakes.

Table IIShows the Mean Value and The Standard Deviation for Different Dimensions of Leadership Styles Among the Female Leaders

Dimensions of Leadership Styles	Gender	N	Mean	Std. Deviation
Idealized Influence (Attributed)	F	40	2.6875	.91769
Idealized Influence (Behavior)	F	40	2.7625	.78436
Inspirational Motivation	F	40	2.7500	.98058
Intellectual Stimulation	F	40	3.1375	.90573
Individualized Consideration	F	40	2.8750	.96576

Contingent Reward	F	40	2.8250	.97763
Management-by-Exception (Active)	F	40	2.8000	.94598
Management-by-Exception (Passive)	F	40	2.2750	1.17642
Laissez-faire Leadership	F	40	1.5625	1.12767

Among the Female leaders the most prevailing leadership style is Intellectual Stimulations. The leaders, whose prominent style of leadership is Intellectual Stimulations, encourage their followers to be innovative and creative. They encourage new ideas from their followers and never criticize them publicly for the mistakes committed by them. These leaders focus on the "what" in problems and do not focus on the blaming part of it. They have no hesitation in discarding an old practice set by them if it is found ineffective.

Table IIIShows the Mean Value and The Standard Deviation for Different Dimensions of Personality Among the Male Leaders.

Dimensions of personality	Gender	N	Mean	Std. Deviation
Extraversion	Male	40	27.28	3.803
Agreeableness	Male	40	29.53	4.804
Conscientiousness	Male	40	30.18	4.771
Neuroticism	Male	40	26.40	4.567
Openness to Experience	Male	40	34.88	4.978

The dominant personality dimension that is prevailing among the male leaders is openness to experience. The leaders whose dominant personality dimension is openness to experience is intellectually curious, Appreciative of art, emotion, adventure, unusual ideas, curiosity, and variety of experience

Table IV Shows the Mean Value and the Standard Deviation for Different Dimensions of Personality Among the Female Leaders.

Dimensions of personality	Gender	N	Mean	Std. Deviation
Extraversion	Female	40	26.10	4.567
Agreeableness	Female	40	28.13	4.581
Conscientiousness	Female	40	29.50	4.723
Neuroticism	Female	40	25.53	4.126
Openness	Female	40	35.40	5.601

The dominant personality dimension among the female leaders is openness to experience. The leaders whose dominant personality dimension is openness to experience are intellectually curious, Appreciative of art, emotion, adventure, unusual ideas, curiosity, and variety of experience.

Table VShows the Distribution of Gender Roles Among the Male Leaders

GENDER ROLES								
Sex	Masculinity		Femininity		Androgynous		Total	
Male	N	Percentage	N	Percentage	N	Percentage	N	Percentage
	12	30%	14	35%	14	35%	40	100%

The dominant gender role among the Male leaders is Androgyny and Femininity. 35% of the Male leaders are Feminine. The leaders whose prominent gender role is femininity are said to be. Affectionate, do not use harsh language, Gentle, Sensitive to the needs of others, Soft-spoken and Warm. 35% of the Male leaders are Androgynous. The leaders whose prominent gender role is androgyny exhibit both masculine [such as autonomy, courage, ambition.] and feminine characteristics.

Table VI Shows the Distribution of Gender Roles Among the Female Leaders

GENDER ROLE

Sex	Masculinity		Femininity		Androgynous		Total	
	N	Percentage	N	Percentage	N	Percentage	N	Percentage
Female	8	20%	20	50%	12	30%	40	100%

Among the Female leaders the dominant Gender role is Femininity. 50% of the Female leaders adopt to Femininity. The leaders whose prominent gender role is femininity are characterized to be affectionate, do not use harsh language, Gentle, Sensitive to the needs of others, Soft-spoken and Warm.

Table VIIShows the t value, degrees of freedom and statistical significance (2 – tailed) for the male and female leaders for leadership styles.

T – Test for Equality means				
Dimensions Of Leadership Styles	Gender	t	Df	Sig (2 – tailed)
Idealized Influence (Attributed)	Male	1.015	78	.313
	Female	1.015	73.941	.313
Idealized Influence (Behavior)	Male	.300	78	.765
	Female	.300	77.112	.765
Inspirational Motivation	Male	.646	78	.520
	Female	.646	77.719	.520
Intellectual Stimulation	Male	-1.308	78	.195
	Female	-1.308	77.975	.195
Individualized Consideration	Male	-.633	78	.529
	Female	-.633	75.141	.529
Contingent	Male	.952	78	.344

Reward	Female	.952	74.021	.344
Management-by-Exception (Active)	Male	1.220	78	.226
	Female	1.220	75.521	.226
Management-by-Exception (Passive)	Male	-1.48	78	.883
	Female	-1.48	77.506	.883
Laissez – faire Leadership	Male	1.788	78	.078
	Female	1.788	75.170	.078

The result of Independent Samples T – Test proves the hypothesis that there is no significant difference between Male and Female leaders in terms of leadership styles. The statistical significance (2 – tailed) shows that there is no statistically significant difference shown between the male and female leaders in choosing the leadership styles.

Table VIII Shows The t Value, Degrees Of Freedom And Statistical Significance (2 – Tailed) For The Male And Female Leaders With Regard To Personality Dimensions.

Dimensions of personality	Gender	t	df	Sig (2 – tailed)
Extraversion	Male	1.250	78	.215
	Female	1.250	75.520	.215
Agreeableness	Male	1.334	78	.186
	Female	1.334	77.825	.186
Conscientiousness	Male	.636	78	.527
	Female	.636	77.992	.527
Neuroticism	Male	.899	78	.371
	Female	.899	77.208	.371
Openness	Male	-.443	78	.659

To Experience	Female	-.443	76.939	.659

Laissez – faire Leadership	80	.017	-.022

*Correlation is significant at the 0.05 level (2-tailed).
** Correlation is significant at the 0.01 level (2-tailed).

The result of Independent Samples T – Test shows that there is no significant difference between male and female leaders in terms of personality dimensions. Irrespective Of Sex the male and female leaders may possess any kind of personality dimension. Hence the result proves the hypothesis stating that there is no significant difference between male and female leaders in terms of personality dimensions.

Table IXShows the Correlation Between Different Leadership Styles and Gender Roles.

Dimensions Of Leadership Styles	N	Masculinity	Femininity
Idealized Influence (Attributed)	80	.254(*)	.313(**)
Idealized Influence (Behavior)	80	.300(*)	.276(*)
Inspirational Motivation	80	.441(**)	.458(**)
Intellectual Stimulation	80	.244(*)	.240(*)
Individualized Consideration	80	.182	.097
Contingent Reward	80	.229(*)	.335(**)
Management-by-Exception (Active)	80	.224(*)	.288(**)
Management-by-Exception (Passive)	80	-.004	.018

Paired Samples Connections reveal that Idealized influence [Attributed] is more correlated with Femininity. The correlation coefficient for Femininity is .313 (***) which interprets correlation is significant at the 0.01 level [2 – tailed].

Idealized behavior is correlated more with Masculinity than with Femininity. The correlation coefficient for Masculinity is .300 (****) which indicates correlation is significant at 0.01 level [2 – tailed].

Inspirational motivation is more correlated with Masculinity than with Femininity. The correlation coefficient for Masculinity is .441 (***) which shows that the correlation is significant at 0.01 level.

Intellectual Stimulation is highly correlated with Femininity. The correlation coefficient for Femininity is .240 (**). This shows that the correlation is significant at 0.05 level.

Contingent Reward is one correlated with Femininity. The correlation is coefficient for Femininity is .335(**). This reveals that the correlation is significant at 0.01 levels.

Management by Exception (Active) is more correlated with Femininity than with Masculinity. The correlation coefficient for Femininity is .288 (**). This shows that the correlation is significant at 0.01 level.

Paired Samples Connections indicate no correlation between Individualized Consideration, Management-by-Exception (Passive) and Laissez – faire Leadership and gender roles.

Table X Shows the Correlation Between Gender Roles and Personality Dimensions.

Gender roles	N	Ext.	Agr.	Cons.	Neur.	Open.
Masculinity	40	.216	.258(**)	.238(*)	.130	.380(*)
Femininity	40	.162	.130	.178	.025	.412(**)

*Correlation is significant at the 0.05 level (2-tailed).
** Correlation is significant at the 0.01 level (2-tailed).

The coefficient of correlation suggests that both Masculinity & Femininity are highly correlated with openness to experience. The coefficient of correlation is .380 (**) shows that the correlation is significant at 0.01 level. Thus, disproves the hypothesis stating that there is no significant relationship between gender roles and personality dimensions.

Table XIShows the Correlation Between Leadership Styles and personality dimensions.

Dimensions of Leadership Styles	N	Ext.	Agr.	Cons.	Neu.	Open.
Idealized Influence (Attributed)	80	.231(*)	.071	.150	-.009	.183
Idealized Influence (Behavior)	80	.094	.067	.001	.023	-.070
Inspirational Motivation	80	.138	.155	-.087	-.183	.048
Intellectual Stimulation	80	.185	.109	.061	.103	.180
Individualized Consideration	80	.018	.134	-.045	-.007	.037
Contingent Reward	80	.077	-.086	-.126	.102	.166
Management-by-Exception (Active)	80	.182	.070	.089	.069	.079
Management-by-Exception (Passive)	80	.026	-.141	.044	.188	.042
Laissez – faire Leadership	80	.125	.147	.143	.193	.087

*Correlation is significant at the 0.05 level (2-tailed).
** Correlation is significant at the 0.01 level (2-tailed).

Idealized Attribution is correlated with Extraversion. The coefficient of correlation is .231(**) which shows that the correlation is significant at 0.05 level. Paired Samples Connections indicate no correlation between other dimensions of Leadership Styles and personality dimensions.

Conclusions

The Research garnered the following conclusions.

1. The dominant leadership style among the Male leaders is Contingent Reward.
2. The dominant leadership style among the Female leaders is Intellectual Stimulation.
3. The dominant personality dimension among the Male leaders is openness to Experience.
4. The dominant personality dimension among the Female Leaders is openness to Experience.
5. The dominant gender role among the Male leaders is Androgyny and Femininity.
6. The dominant gender role among the Female leaders is femininity.
7. The hypothesis which stated that there is no significant difference between Male and Female leaders in terms of Leadership styles is accepted.
8. The hypothesis which stated that there is no significant difference between Male and Female leaders in terms of personality dimensions is accepted.
9. The leadership style Idealized influence [Attributed] is more correlated with the gender role Femininity.
10. The leadership style Idealized behavior is correlated more with Masculinity than with Femininity.
11. The leadership style Inspirational motivation is more correlated with Masculinity than with Femininity.
12. The leadership style Inspirational motivation is more correlated with Masculinity than with Femininity.
13. The leadership style Intellectual Stimulation is highly correlated with Femininity.
14. The leadership style Contingent Reward is one correlated with Femininity.
15. The leadership style Management by Exception (Active) is more correlated with Femininity than with Masculinity.
16. There is no correlation between the leadership styles Individualized Consideration, Management-by-Exception (Passive) and Laissez – faire Leadership and gender roles.
17. The gender roles masculinity & femininity are highly correlated with openness to experience.
18. The leadership style Idealized Attribution is correlated with the personality dimension Extraversion.
19. There is no correlation between the other leadership styles and personality dimensions.

The Research suggests that there is a significant Relationship between gender roles and leadership styles and gender roles and personality dimension while there is no significant Relationship between leadership styles and personality dimensions.

The effectiveness of a particular leadership style is contingent upon the situation that prevails. The present study intended to examine the predictors of a Managers leadership styles. The predictors were the gender roles and Personality chosen based on the extensive review of related literature. This finding can be beneficial to choose the leaders who elicit leadership style that is effective in a given context on the basis of the Gender roles and Personality of the Leaders.

Limitations of the Study:

❖ Lesser no. of participants from the each of the chosen areas.
❖ Low rate of return of the duly filled in questionnaire from the participants.
❖ The questionnaire consisted of a large pool of items that is time consuming to respond.
❖ Theparticipants were drawn from the same geographical area.
❖ Comparative study was not done among the leaders based on the no. of years of experience.

Suggestions for further Research:
❖ The study can be carried out on a larger sample.
❖ A comparative study can be carried out between the Government sectors leaders and private sector leaders.
❖ Systematic Sampling Techniques can be adopted to carry out the Research.

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