

The Comparative Aspect of Theoretical Analyze and Leadership Styles vs. Methods of Assessing Leader Roles

Ma Grigor Dede

PhDcandidate, Finance Department, "Ismail Qemali" Vlorë University, Albania
Email:grigordede@gmail.com

Prof Assoc Dr Alba Robert Dumi

Dean of graduated School "Ismail Qemali" Vlorë University, Albania
Email:besi.alba@yahoo.com

Prof Assoc Dr. Samuel Humbley S'eche

Accounting International University, NY College
Ave Monte, New Longeng 458, NY USA
Email:jllawseche@gmail.com

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Abstract

In recent years many social scientists management consultants and other writers have addressed the topic of gender and leadership style. Some authors with extensive experience in organizations who write nontechnical books for management audiences and the general public have argued for the presence of sex differences in leadership style. For example Olden (1985) maintained that there is a masculine mode of management characterized by qualities such as competitiveness, hierarchical authority high control for the leader and unemotional and analytic problem solving. Olden argued that women prefer and tend to behave in terms of an alternative feminine leadership model characterized by cooperativeness collaboration of managers and subordinates lower control for the leader and problem solving based on intuition and empathy as well as rationality. Our Meta analysis thus provides a systematic quantitative integration of the available research in which the leadership styles of men and woman were compared and statistical analysis were performed on the resulting data. The fact that investigators have examined many facets of leadership style requires that reviewers decide which facets to include and how to organize them into types. In examining this issue we found that the majority of the studies had assessed the extent to which leaders or managers were concerned with two aspects of their work. The first of these aspects we termed task accomplishment that is organizing to perform assigned tasks. The second aspect we termed maintenance of interpersonal relationships that is tending to the morale and welfare of the people in the setting.

Keywords: Interpersonal relationship, qualitative analyze, differentiated managerial behavior, the styles of female and male leaders

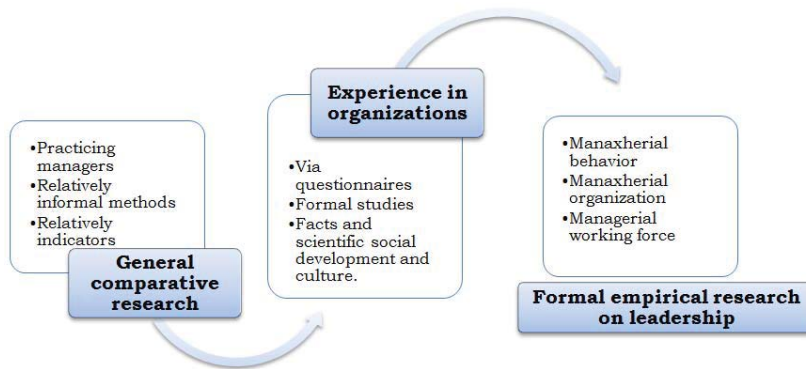
1. Introduction

Olden's writing echoes the androgynous manager theme developed earlier by Sergeant (1981) who accepted the idea that woman and men including those who are managers in organizations, behaves stereotypically to some extent. Sergeant advocated that managers of each sex adopt "the best" of the other sex's qualities to become more effective androgynous managers. In somewhat different rendition of this sex difference theme, (Henning and Jar din (1977) also acknowledged sex differentiated managerial behavior which they ascribed to personality traits acquired in early socialization, particularly through differing male and female resolutions of the Oedipus complex. (*Leadership Process, Pirece J & Newstorm J, Third edition 2003*)

In contrast of these generalizations about gender stereotypic leadership styles promulgated in books written primarily for practicing managers and general public social scientists have generally maintained that there are in fact no reliable differences in the ways that woman and man lead. "(Neiva & Guttled 1981 p.96) Although a few social scientist have acknowledged that there is some evidence for sex differences in leadership style among research participant who have not been selected for occupancy of leadership roles in nature's setting, most have agreed that woman and men who

occupy leadership roles in organizations do not differ.

Illustrating this consensus among social scientist are the following representative statements summarizing research comparing the styles of female and male leaders :“The preponderance of available evidence is that no consistently clear pattern of differences can be discerned in the supervisory style of female as compared to male leaders ” “Contrary to notions about sex specialization in leadership styles, woman leaders appear to be have in similar fashion to their male colleagues “(Neiva &Gutted 1981 p.91). “There is as yet no research evidence that makes a case for sex differences in either leadership aptitude or style” (Kanter1977 p. 99)”



Source: The indicators of leadership styles, (Leadership Process, Pirece J &Newstorm J, Third edition 2003), Dumi A, MSCER 2012, pp 324

In general comparative research indicates that there are few differences in the leadership styles of female and male designated leaders” (Bartok& Martin, 1986, p.278).Underlying this divergence in the opinions voiced in popular and social scientific writing is the fact that authors in these two camps have based their conclusions primarily on their own experience in organizations as well as on the impressions they gleaned from interviews with practicing managers. “(Neiva &Gutted 1981 p.36)

2. Objectives of this paper research

Social scientist typically based their conclusions on more formal studies of managerial behavior in which data were gathered via questionnaires or behavioral observations and then analyzed quantitatively .In view of these contrasting methods it is tempting for social scientist to dismiss experience and interviews and to accept as valid only those conclusions that stem from more formal empirical research on leadership. However the generalizations that social scientist appear to have accepted in this area which stem from reviews of empirical research are quite vulnerable to error because of the relatively informal methods by which reviewers have drawn conclusions from the available research. (Ash more R. D Del Boca &Wohler A. J(1986)

With only one exception these reviews and therefore were not based on any clear rules about how one derives conclusion from research findings. Moreover none of the existing reviews was based on more than a small proportion of the available studies.



Source: Ash more R. D Del Boca &Wohler A. J(1986) Gender stereotypes .The social psychology of female male relations ;A critical analysis of central concept. Orlando FL. Academic Press

For example both: (Burton and Martin (1986) based their generalizations on eight studies that compared the leadership styles of men and women yet we located 162 studies pertaining only to the four types of leadership style we included in our ¹Meta analysis. Moreover prior reviewers did not state the criteria by which they selected their small samples of studies .As we become aware of these selection problems and the severe underuse of available research on gender and leadership style we decide that a thorough survey of this domain was long overdue .

2.1 Analyses selected indicators for systematic quantitative integration

Our Meta analysis thus provides a systematic quantitative integration of the available research in which the leadership styles of men and woman were compared and statistical analysis were performed on the resulting data. Leaving aside the claims of both the social scientist and the management experts who have written about gender and leadership style we face a topic of considerable complexity that we analyze from several perspectives. (Ash more R. D Del Boca &Wohler A. J(1986)

One of our perspectives takes into account existing knowledge about sex differences in social behaviors such as aggression, helping and conformity as well as numerous nonverbal and communicative behaviors. Large numbers of laboratory and field studies have been performed on such behaviors primarily by social psychologist and in many of these studies female and male behavior has been compared. Glass G.V &Smith M.L (1981) *Meta analysis in social research*. Beverly Hill; CA; SAGE

Quantitative reviews of this research have established the presence rather than the absence of overall sex differences. These differences although in magnitude to most other findings reported in social psychologues research. On the average sex appears to be a variable that has neither especially impactful nor especially weak effect on social behavior and that produces findings consistent with laypeople s ideas about how they sexes differ . (Leadership Process, Pirece J &Newstorn J, Third edition 2003)



Source: Ash more R. D Del Boca &Wohler A. J (1986) & Glass G.V &Smith M.L (1981) *Meta analysis in social research*. Beverly Hill; CA; SAGE

2.2 Reasons to expect the absence of sex differences in leadership style

Despite the gender stereotypic findings generally produced in studies of social behavior similar results would not necessarily be obtained for leadership and managers because of important differences between leadership research and typical research in social psychology. In particular the majority of leadership studies have been performed in organizations. In contrast most social psychological research has been carried out in experimental laboratories and to lesser extent in fields setting not embedded within organizations. Glass G.V &Smith M.L (1981) *Meta analysis in social research*. Beverly Hill; CA; SAGE

It may not be possible to find men & woman, who is so nearly equivalent that trait level differences disappear entirely even sex differences in the behavior of organizational leaders, may be smaller than those in the general

¹ Meta: Meta (from the Greek preposition μετά = "after", "beyond", "adjacent", "self", also commonly used in the form μετα- as a prefix in Greek, with variants μετ- before vowels and μεθ- "meth-" before aspirated vowels), is a prefix used in English (and other Greek-owing languages) to indicate a concept which is an abstraction from another concept, used to complete or add to the latter Greek, the prefix meta- is generally less esoteric than in English; Greek meta- is equivalent to the Latin words post- or ad-The use of the prefix in this sense occurs occasionally in scientific English terms derived from Greek. For example: the term Metatheria (the name for the clade of marsupial mammals) uses the prefix meta- merely in the sense that the Metatheria occur on the tree of life adjacent to the Theria (the placental mammals)...

population. In particular men and woman may come to managerial roles with a somewhat different set of skills. Another perspective suggesting that leader behavior may not be somewhat sex differentiated in organizations postulates gender role spillover which is a carryover in to workplace of gender based expectations for behavior. (*Leadership Process, Pirece J &Newstorm J, Third edition 2003*)This conflict arises for female leaders because the stereotype of managers, include more masculine than feminine qualities.

The idea, that woman is subjected to incompatible expectations from the managerial and the female role thus presumes that gender roles are important within organizations. Another manifestation of the spillover of gender roles onto organizational roles is that people who hold positions in organizations tend to have negative attitudes about woman occupying managerial roles. (*Blake R.R &Mouton J.S (1964)*)

2.3 Theoretical analysis of sex differences in leadership styles

In such environments subjects interact with strangers on a short term basis and the constraints of organizational and familial roles are generally minimal or absent. Consequently there is often considerable ambiguity about how one should behave and people may react in terms of quite global and readily observable attributes of themselves and others .In situations of this type gender roles which are rules about how one should behave as a male or female may provide more guidance than they otherwise would and thus produce gender stereotypic behavior. (*Blake R.R &Mouton J.S (1964)*)

Behavior may be less stereotypic when women and men who occupy the same managerial role are compared because these organizational leadership roles which typically are paid jobs usually provide fairly clear guidelines about the conduct of behavior. Managers become socialized into their roles in the early stages of their experience in an organization.

This argument that organizational roles should override gender roles is consistent with Kantars (1977) structural interpretations of organizational behaviors. Kantar argued that apparent sex differences in the behavior of organizational leaders are in fact a product of the differing structural positions of the sexes within organizations. Because woman are more often in positions of little power or opportunity for advancement they behave in ways that reflect their lack of power. Kantars reasoning thus suggest that woman and men who are equivalent in terms of status and power would behave similarly even though sex differences may appear to be substantial when woman and men are compared without control of their organizational status. (*Buterfield D.A & Powell G.N (1981)*)

2.4 Data and methodology of study in this paper research

This article was made created by respecting all the methodological rules, but we want to do an overview on theatrical concepts vs. practice rules of leadership. The methodology of this article was based in two parts: Studying the foreign and Albanian literature, bibliographic studies, collecting data from official sources as Albanian Institutions, ISSH Albania, MOE, MOF, MOL and DRSKSH Vlore. Resources from different publications such as magazines, Dissertation abstract International 43 3300A, Manual for the supervisory behavior description questionnaire. American Institutes for Research, Journal of Applied behavior science, practicing, which is related with the interviews with leaders and employees of the Public Administration.

Hypothesis 1a: *Men are believed to be environment. In contrast woman are believed to be more selfless and concerned with others. In research on gender these two orientations have been labeled masculine and feminine instrumental and expressive and agented and communal.*

To collect the data for this article, we made interviews, questionnaires and other researches. In Tirana, Albania no new supply was added to the retail inventory during 2012 as latent demand was previously absorbed by the opening of TEG (Tirana East Gate) at the end of 2011.

Hypothesis 2a: *Although democratic versus autocratic style is a different aspect of leader behavior than task oriented and interpersonally oriented styles dimension also relates to gender stereotypic because one component of the agented or instrumental aspect of these stereotypes is men are relatively and dominant and controlling.*

We created also a questionnaire, which was composed by 35 questions and 8% of the employees in the central level of the public administration answered. We are concluding in these seven key factors for success, such as:

- Coherent links among , infrastructure and economic development

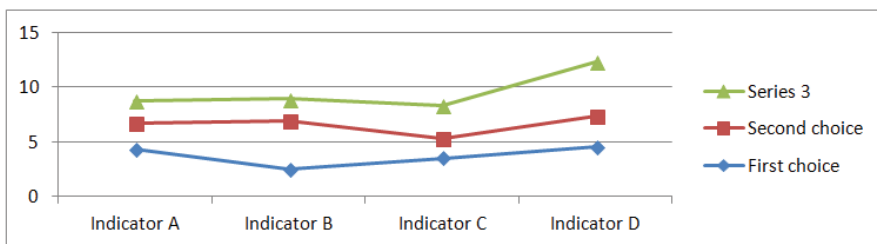
	Indicator A	Indicator B	Indicator C	Indicator D	Criteria X
First choice	42	18	57	59	66
Second choice	42	7	5	63	41

In this paper research we ingrained sex different in traits and behavioral tendencies a spillover of gender role onto organizational roles and subtle differences in the structural position of woman and men could cause leadership behavior to be somewhat sex different even when occupants of the same organizational studies would not be surprising. Nonetheless our reasoning that organizational roles are more important that gender roles led us to predict that differences between men and woman occupying the same leadership role in organizations would be smaller than differences between men and woman observed in other types of leadership research namely laboratory experiments and assessment studies. (Buterfield D.A & Powell G.N (1981)

In addition male and female managers have presumably been selected by organizations according to the same set of organizationally relevant criteria further decreasing the likelihood that the men and women who occupy these roles differ substantially about socialization into leadership roles and selection for these roles suggest that male and female leaders who occupy the same organizational role should differ very little. Managers of both sexes are presumably more concerned about managing effectively that about representing sex differentiated features of societal gender roles.

Hypothesis 3a: *In the leadership there are two major types of studies that did not examine organizational leaders namely laboratory experiments usually conducted with collage students and assessment studies which we defined as research assessing the styles of people who were not selected for occupancy of leadership positions. (Bartol K.M & Martin D.C (1986)*

The respective evaluations are presented below: sex differences, male and female organizational leaders, personality, leadership positions



As our reasoning has already implied the social structural rationale for the absence of differences between occupants of the same managerial role within organizations is fully consistent with the presence of differences in leadership studies that compare woman and men in other circumstances.

2.4.1 Design of the Meta analysis. Types of leadership style

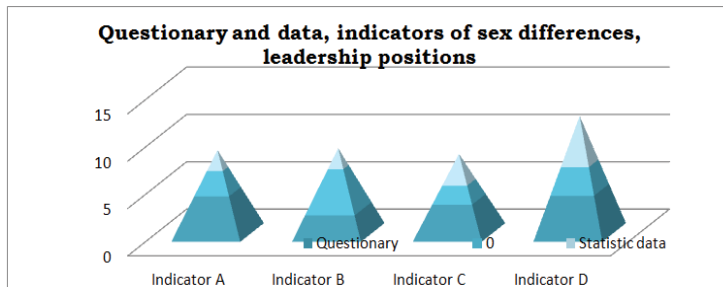
This distinction between task and interpersonal styles was first represented in leadership research by Bales (1950) who proposed two categories of leaders those with an orientation to task accomplishment and those with a socio emotional orientation indicative of concern for moral and relationship among group members. (Blake R.R & Mouton J.S (1964). This distinction was developed further in the Ohio state studies on leadership. In this research task orientation labeled initiation of structure included behavior such as having subordinates follow rules and procedures maintaining high standards for performance and making leader and subordinate roles explicit. (Buterfield D.A & Powell G.N (1981)

Because the social structural rationale for the absence of difference between woman and men in the same organizational role is not relevant to studies of these two types sex differentiated leadership styles are likely to be prevalent in such research just as gender stereotypic behavior is commonly found in social psychological research more generally. Crocker J.& McGraw K.M (1984)²

² Crocker J.& McGraw K.M (1984) *In the leadership there are two major types of studies that did not examine organizational leaders namely laboratory experiments and reality indicators.*

The respective evaluations are presented below: sex differences, male and female organizational leaders, personality, leadership positions

Graph 2: Source: Bartol K.M & Martin D.C (1986) Woman and man in task groups. In R D Ashmor & F.K Del Boca, The social psychology of female male relations: A critic analysis of central concept (pp259-310) Orlando FL Academic Press



2.4.2 Analyzing data and regression analyze (Spill-over concept)

The performance evaluation is mainly characterized by qualitative indicators and there are only a few quantitative indicators. According to the data collected from the questionnaires the employees assess the importance of the performance evaluation in 200%, they concretize it with the objectivity in the evaluation.

Inspirational appeals increase task commitment all three directions. The spillover concept, suggest that gender roles may contaminate organizational roles to some extent and cause people to have different expectations for female and male managers. In support of idea Russell, Rush and herd found that university woman described an effective female leader as exhibiting higher levels of both the interpersonally oriented and the task oriented aspect of leadership (higher in consideration of these variables in next subsection) Crocker J. & McGraw K.M (1984)

Consistent with the idea that gender roles spill over to organizational roles several social scientists have claimed that female leaders and managers' experience conflict between their gender role and their leadership role.

values	21	14	55	26	27	47	17	28	29
Ranks	1	2	3	4	5	6	7	8	9

$$M_R = \frac{n1(n1+n2+1)}{2} = \frac{4(4+5+1)}{2} = 20$$

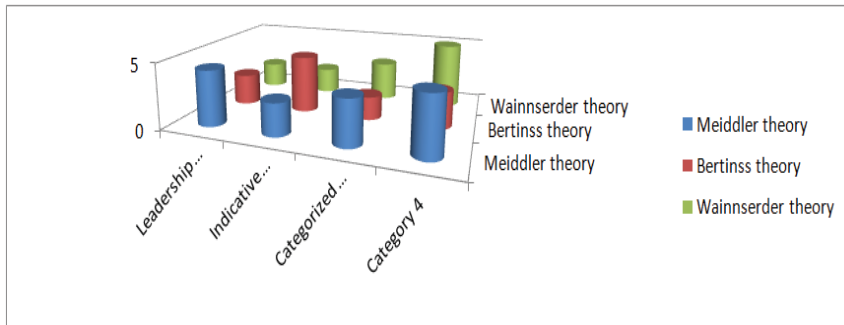
2.4.1 Reasons to expect the presence of sex differences in leadership style

Despite these for arguing that differences between female organizational leaders should be minimal other perspectives suggest that sex differences may be common especially in same types of leadership research. (Bartol K.M & Martin D.C (1986) there are in addition several reasons to suggest that male and female organizational leaders even those who occupy the same positions may differ to some extent in their leadership style despite the structural forces for minimizing differences that we have already noted. One such as reasons acknowledges the possibility of ingrained sex differences in personality traits and behavioral tendencies differences that are not nullified by organization. (Blake R.R & Mouton J.S (1964

For example some psychologist have maintained that sex differences in adult social behavior are in part a product of biological influences such as the greater prenatal *andro-organization* of males. Other psychologists have emphasized the importance of childhood events that are different for the sexes such as experiences that occur in sex segregated play groups in which girls and boys play in different styles and use different methods of influencing one other. (Buterfield D.A & Powell G.N (1981)

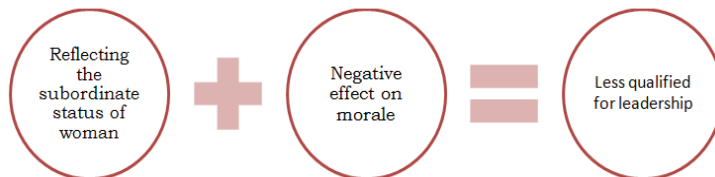
When interpreting effect sizes reviewers should take the methods of the studies into account and as Glass, Mcgay and Smith (1981) argued they should avoid applying numerical guidelines to identify effect sizes as small or large. One feature of research on leadership style is especially relevant to interpreting the magnitude of our aggregate effect sizes is that investigators face many barriers to achieving well controlled studies the environments in which managers carry out

their roles are quite diverse even within a single organization. Thus it is possible that biological sex differences and sex differentiated prior experiences cause men and women to be somewhat different kinds of people even if they do occupy the same managerial role. Dobbins G.H & Platz S.J (1986)



Source: Blake R.R & Mouton J.S (1964) The managerial grid. Houston TX Gulf

Reflecting the subordinate status of woman in the society numerous studies have shown that people are often reluctant to have a female supervisor and think that woman are somewhat less qualified for leadership and that female managers would have negative effect on morale .Because these attitudes and beliefs raise questions about women s competence ability to lead and potential for advancement female managers often face a less supportive environment than male managers .Finally some of the fine grained features of the structural interpretation of organizational behavior suggest other possible sources of sex differences in the behavior of the organizational leaders . (Buterfield D.A & Powell G.N (1981)



Source: Buterfield D.A & Powell G.N (1981), Negative effects of sex differences in behavior of the organizational leaders.

3. Methodology of this Paper Research

3.1 Methods of assessing leadership style

The diversity of the methods that have been used to assess style complicates the task of integrating research in this area. Moreover a substantial methodological literature criticizes and compares these measures. (Eagly A.H & Steffen V.J (1984)

Because the methodological issues that have been raised remain largely unresolved by leadership researcher we did not attempt to settle these issues in order to base our Meta analytic generalizations on only those measures that we or other investigators might regard as most valid. Instead we included all measures that researcher regarded as assessing task oriented and interpersonally oriented styles or autocratic versus democratic style. Dobbins G.H & Platz S.J (1986)

We coded in this paper research a number of these measures features many of which may be regarded as having implication for the quality of the measures representing such as features in our coding scheme allowed us to determine whether they co varied with sex differences in leadership style.

The research methodology used to complete this article is that to compare the latest international economic policies to respond to different features present or not in them. To pursue this purpose we will use as a reliable research

sources. Dobbins G.H & Platz S.J (1986) Directional differences for the use of rational persuasion were not consistent in three prior studies conducted with questionnaires .Results for the consequences of using rational persuasions have been inconsistent also. (*Buterfield D.A & Powell G.N (1981)*)

In the questionnaire study by Kipnis and Schmidt (1988) managers who received the highest performance ratings had a profile in which rational persuasions was the dominant tactic for upward influence attempts .However rational persuasions was not related to successful in the questionnaire study by Mowday (1978).Likewise tactic involving aspect of rational persuasions were not related to outcome success in the four critical incident studies described earlier. (Barone F.J (1982), Dumi A 2009)

Although the task and interpersonal dimensions studied in leadership research are not as broad as these very general tendencies examined in gender stereotypic research provides an excellent opportunity to determine whether the behavior of leaders is gender stereotypic. (Barone F.J (1982), Dumi A 2009) The only other aspect of leadership style studied frequently enough to allow us to represent it in our meta analysis is the extent to which leaders behave democratically and allow subordinate to participate in decision making or be have autocratically in decision making. (*Buterfield D.A & Powell G.N (1981)*)

3.2 The dimension of democratic versus autocratic leadership

To enable us to take account of the gender congeniality of leadership roles we conducted a questionnaire believe study to obtain judgments of each role and analyzed these judgments to estimate the extent to which woman or men were more interested in each role and analyzed³ these judgment to estimate the extent to which woman or men were more interested in each role and believed themselves more competent to perform it. (Eagly A.H & Steffen V.J (1984)

In addition because people associate task oriented qualities with men and interpersonally oriented qualities with women we also determined the extent to which role was judged to require each set of these gender stereotypic qualities? These features of our Meta analysis allowed us to determine whether the ascription of gender stereotypic qualities to leadership roles related to sex difference in the styles by which people carry out these roles.

3.3 Predictions for Meta analysis

As we have already stated our major prediction is that gender stereotypic sex differences in leadership style are less pronounced in organizational studies comparing occupants of the same managerial role than in leadership studies of other types. Beyond this prediction our purposes as reviewers are primarily descriptive and exploratory even though other predictions might follow from the issues we have discussed. If as we suggested female managers often face a less supportive environment than do male managers these woman might strive so hard to overcome anti female prejudices that they behave counter stereotypic as a result. ⁴(*Barone F.J (1982), Dumi A JERM USA 2009*) Additional complexities enter if we reason that ratings of leaders behavior could produce finding that are more stereotypic than those produced by measures grounded more firmly in behavior. Rather than set forth a series of speculative hypotheses that take these and other considerations into account, we prefer to present our review and to discuss such issues as they become relevant to interpreting our meta analytic finding (*Eagly A.H & Steffen V.J (1984)*)

4. Conclusions and Recommendation

Gender roles are moderately important influences on behavior in such context and tend to produce gender stereotypic behavior. In addition somewhat smaller stereotypic sex differences were obtained in assessment studies in which people not selected for leadership responded to instruments assessing their leadership styles. Because responded not under the constraints of managerial roles completed questionnaires in these studies same tendency for leadership styles to appear stereotypic was expected from the perspective of our social role framework. (*Buterfield D.A & Powell G.N (1981)*)

When social behavior is regulated by other less diffuse social roles as it is organizational settings behavior should

³ (*Barone F.J (1982), Dumi A 2009*) *Leaders and the leadership process, Biz 432 Dumi A,*

⁴ For example if as we suggested female managers often face a less supportive environment than do male managers these woman might strive so hard to overcome anti female prejudices that they behave counter stereotypic as a result. Biz 432 Dumi A 2013,*JERM USA*

primarily reflect the influence of these other roles and therefore lose much of its gender stereotypic character. Indeed the finding of this Meta analysis for interpersonal and task styles support this logic. Nonetheless woman s leadership styles were more democratic than men s even in organizational setting. (Barone F.J (1982) this sex difference may reflect underlying differences in female and male personality or skills. The magnitude of the aggregate effect sizes we obtained in this Meta analysis deserves comment. Counterbalancing the greater control of environmental factors in laboratory than organizational studies is the less rigorous selection of research participants for laboratory research and the resulting greater variability of leadership style within each sex.

Therefore we believe that effect sizes of the magnitude we obtained are considerably more consequential than effect sizes of the same magnitude obtained in more controlled forms of research.

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