

“TRANSFORMATIONAL LEADERSHIP: GENDER DIFFERENCE AMONG THE FIELD OF DIFFERENT INDUSTRY HEADS”

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Abstract

Success of departments directly depends on effectiveness of their head. This study is an attempt to determine heads of different Industries type of leadership styles and its relationship with leadership effectiveness. Using Multifactor Leadership Questionnaire 5x (MLQ), The aim of this study was to brief study the Gender Difference in Transformational leadership among the field of Head Of The Industry. Transformational leadership was measured with the help of Bass and Avolio's (1990) Multifactor Leadership Questionnaire. A questionnaire was administered to a sample of 100 peoples from these responds found 40 female subordinates and 40 Male subordinates from different types of Engineering Industry, agro based Industry, Plastic Industry etc. Gender differences in transformational leadership were investigated using Industry subordinate ratings According to Bass (1998), female leaders should be more transformational (and effective) than males. Female leaders were seen as significantly more laissez-faire than males, a style which is not appropriate in field training. In a follow up, leader ratings from a sample (n=100) who had reached the end of their formal training revealed no differences between male and female leaders on any of the variables discussed above. That is, male and female leaders were perceived as equally transformational, and there were no longer any gender differences in terms of the use of laissez-faire leadership.

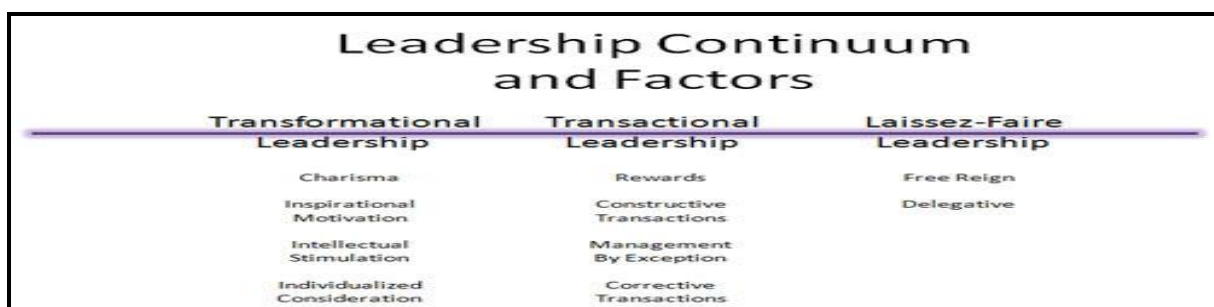
Key words: Transformational leadership, Industry, Head of Industry, Laissez-faire

INTRODUCTION

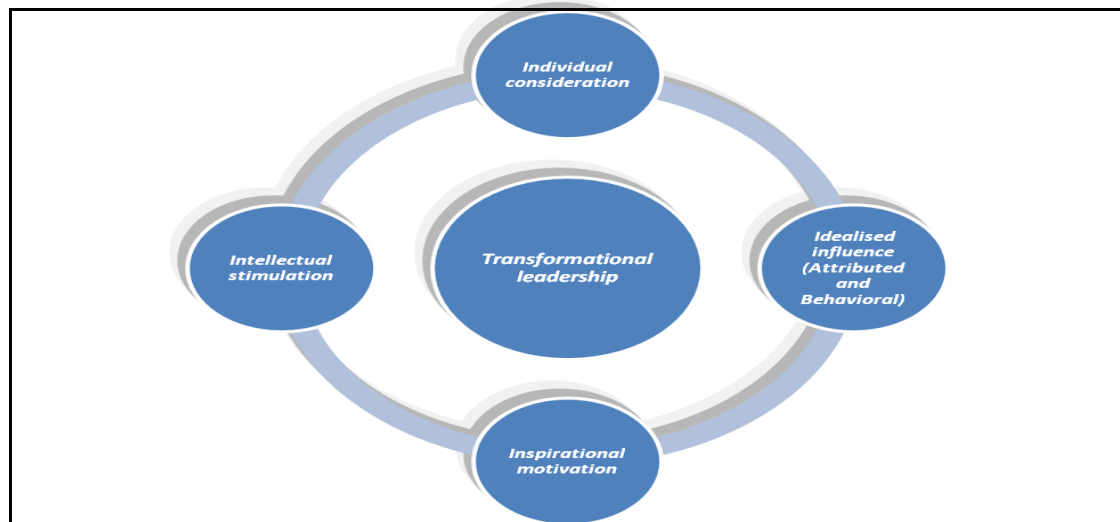
• TRANSFORMATIONAL LEADERSHIP:-

Transformational leadership is a leadership style where one or more persons engage more persons engage with another in such a way that leaders and subordinates raise one another to higher levels of motivation and morality. Transformational leaders enhances the personal and group improvement, share inspiring organizational visions, objective, motivation, morale for important goals (e.g. Bass, 1985; Kouzes and Posner, 1987). According to Bernard Bass, “Transformational leaders attempt and succeed in raising colleagues, subordinates, followers, clients or constituencies to a greater level of awareness about issues of consequence” (*Leadership and Performance Beyond Expectations*, Free Press, NY, 1985, p. 17). It provides ideas as to what a leader should be in transforming environment Vision statements create discussion. It can be used in recruitment, selection and promotion, and training and development programs. Transformational leadership, behaving in ways that bring out the best in individuals and organizations, may be a more androgynous style, calling for the best in both masculine and feminine sex-typed behavior (Hackman et al., 1992; Book, 2000). The best example of transformational leadership are- Mahatma Gandhi, Mother Teresa, Martin Luther King, Nelson Mandela they are demonstrated a form of transformational leadership that was based on values, motivation, morality etc. According to Bass's Theory of Transformational Leadership define transformational leadership is-

- Raising followers’ level of consciousness about the importance and value of their objectives.
- Getting followers to transcend their own interest for the good of the organization and their team.
- Moving followers to address higher level needs for organization.



Transformational Leadership has evolved trait and behaviour theories, charismatic, situational and transactional leadership. There are four components of transformational leadership, which are:



(a) Individual consideration:-

It is the most outstanding component of transformational leadership is the leader’s *individualized consideration*. According to Bass and his colleagues (Yammarino, Spangler & Bass, 1993), all leaders’ use of individual consideration is a crucial element in followers’ achievement of their full potential via a close consideration of their developmental needs. Individual consideration reduced to the ability of person to person analysis of followers its main aiming to study their wishes, needs, values and abilities in the right way. It involve team orientation, teaching, responsibilities, appreciations of others, creativity, responsibility etc.

(b) Idealized influence (Attributed and Behavioral):-

The transformational characteristic of *idealized influence* is based on earlier conceptualizations of charisma (e.g. House, 1977). Idealized influence expresses the ability of making and develops the confidence in the leader and appreciating the leaders by his followers, which forms the basic development change in any organization. The leader is able to communicate a sense of power and confidence in higher values and beliefs.

(c) Inspirational motivation:-

The transformational leadership inspires people toward the different latest ideas or objectives through inspirational motivation. The leaders provide ability of transformational leadership which qualifies leader as a figure which inspires and motivates the followers to appropriate behavior. It involves-

- Motivating term
- Highlighting motivational term
- Motivational conversation
- Highlighting positive outcomes
- Developing the shared vision
- Motivate people to become a part of organization culture etc.

(d) Intellectual stimulation

It is one type of ability of transformational leaders. It plays important role in the transformational process of organization. The leader provide intellectual stimulation to followers. They simulate the efforts their followers as creativity and new inventions, In providing intellectual stimulation, the leader is said to orient followers to “an awareness of problems, to their own thoughts and imagination, and to the recognition of their beliefs and values” (Yammarino & Bass, 1990a, p.153). *Intellectual stimulation* plays important role in process of organization. They give creative solution of any problems.

Laissez-faire Leadership

Laissez-faire leadership defines a type of behavior in which leaders display a passive indifference towards their followers (Moss & Ritossa, 2007). Laissez-faire leaders incline to move out from the leadership role and offer little direction or support to followers (Kirkbride, 2006), Laissez-fair leadership give the least possible guidance to their subordinates, and try to control through less obvious means. They believe that people excel when they are left alone to respond to their responsibility. The present study examined the relationship of gender to self reported and observes the rated transformational leadership. Three hypotheses were derived, based on previously cited research:

1. There will be no difference between men and women head of the any Industry in transformational leadership behaviors.
2. What is the effect of transformational leadership and laissez-faire leadership style are predictors of leader style.

GENDER DIFFERENCE FOR TRANSFORMATIONAL LEADERSHIP

Gender difference in leadership style has been of great interest in research. In this study we also examine the difference between men and women leaders with respect to their transformational leadership style. Subordinates of the Head Of The Industry rated the dimensions use of transformational leadership behavior from five different categories. Some data indicate that women

leaders employ different style then men. (see Grant, 1988; Kabacoff, 2001; Karau & Eagly, 1999; Kim & Shim, 2003; Rosener, 1990), several studies analysis that women tend to be somewhat more transformational than male.

METHODOLOGY FOR COMPUTATION OF TRANSFORMATIONAL LEADERSHIP

The sample for this study came from different types of educational institute that serves a multi-state area. Participants in the research are Managers, Directors and subordinates of the Industries. The entire membership of 100 was invited to participate in the study with initial contacts made by a cover letter and accompanying self administered survey. A total of 80 complete and useable responses (80% response rate) were received. Respondents were 50% female and 50% male (n=40 female and n=40 male).

MEASURING INSTRUMENTS

To find transformation leadership behavior, the Multifactor Leadership Questionnaire (MLQ) of Bass and Avolio's (1990) was utilized. This measure has been mainly use by researchers all over the world. They use Likert scale five-point response scales, where 0= not at all, 1= once in a while, 2= sometimes, 3 = fairly often, and 4 = always. The MLQ includes 80 items represent the six leadership factors, five factors for transformational, and one factor for laissez-faire leadership.

ANALYSIS & RESULTS

The research instrument scores respondents leadership profile on six factors. The first five factors determine the degree to which an individual is a transformational leader, and the last factor is for the laissez-faire approach to leadership. An individual's score is determined by summing the items relating to the factors to produce a final score for each leadership style. Higher scores on factors 1 through 5 would indicate that an individual more frequently displays transformational leadership.

In this study among the dimensions of transformational leadership we are using mainly 4 different dimensions – inspirational motivational, idealized influence (attribute and behavior), intellectual stimulations and individualized consideration from that dimension we received the mean and standard deviation scores. inspirational motivational mean score for male 8.075 and female 8 and standard deviation score for male 9.576012 and female 10.63015, idealized influence (attribute) mean score for male 8 and female 8 and standard deviation score for male 12.56981 and female 11.93734, idealized influence (behavior) mean score for male 8 and female 8 and standard deviation score for male 10.27132 and female 11, intellectual stimulations mean score for male 8.1 and female 7.4 and standard deviation score for male 13.44619 and female 12.43785 and individualized consideration mean score for male 8.2 and female 7.8 and standard deviation score for male 12.34909 and female 12.70039 (see Table 1) and pie chart. In all of aforementioned research, all dimensions score not much difference so with the help of these score we find following results-

Transformational leadership

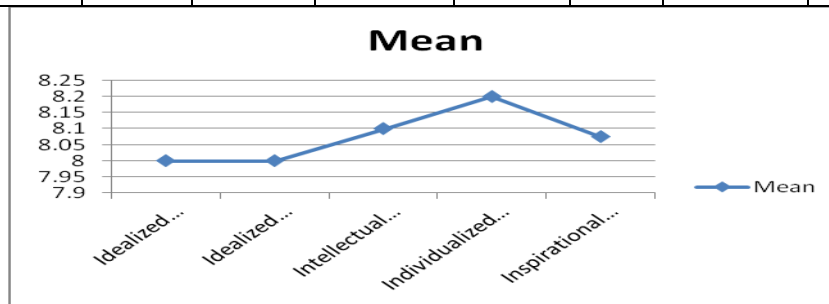
No Significant differences were found between male and female leaders in their use of transformational leadership. With That is, mean transformational leadership among female heads of the educational institute (M=7.84, SD=0.898284) was significantly less than mean transformational leadership (M=8.075, SD=1.640348) among males.

Laissez-faire leadership

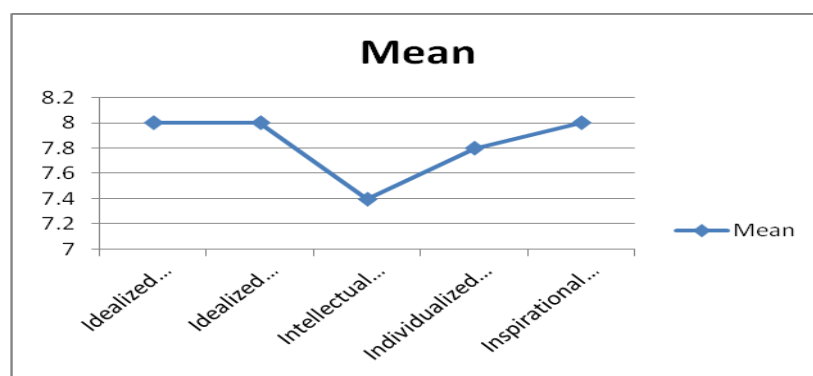
Significant gender differences were also found in terms of the use of *laissez-faire* leadership. Males were *more* likely to use laissez-faire forms of leadership (M=1.20, SD=0.89) compared to females (M=0.77, SD=0.80) .

Summary of the MLQ Mean , SD and Grand scores

	Male (n=40)				Female (n=40)			
	Mean	Grand Mean	SD	Grand SD	Mean	Grand Mean	SD	Grand SD
Idealized influence (Attributed)	8		12.56981		8		11.93734	
Idealized influence (Behavioral)	8		10.27132		8		11	
Intellectual Stimulation	8.1		13.44619		7.4		12.43785	
Individualized Consideration	8.2		12.34909		7.8		12.70039	
Inspirational Motivation	8.075		9.576012		8		10.63015	
Transformational Leadership		8.075		1.640348		7.84		0.898284
Laissez-faire Leadership		1.20		0.89		0.77		0.88



Transformational Leader Ship (male)



Transformational Leader Ship (female)

CONCLUSION

In this study among the dimensions of transformational leadership mean for transformational leadership (8.075) in female and (7.84) in men so its very minor difference in transformational leadership style between men and women so we can say There will be no difference between men and women head of any Industry in transformational leadership behaviors. Which in turn was greater then the mean for laissez-faire leadership (.79) . Table 1 presents the summary of the MLQ mean and grand mean scores for the six factors along with the two leadership styles. The mean score of transformational leadership was higher for males (8.075) than females (7.84). The mean score for laissez-faire leadership was 1.20 for males and .77 for females. No statistical significant difference was found with leadership transformational.

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