

# INTERNATIONAL JOURNAL OF CREATIVE RESEARCH AND STUDIES

www.ijcrs.org

ISSN-0249-4655

## A Comparative Study on Gender and Leadership Styles of Finance & Banking Sector Managers in Kurunegala District

**Ven. Kadawalawewe Kalyana**

Department of Philosophy, University of Kelaniya

**MS. A.S.M. Gunathilaka**

Faculty of Management Studies and Commerce,  
University of Sri Jayewardenepura

---

### **ABSTRACT**

*The management of the organization is very important to achieve the goals and objectives of the organization. The leadership skills and knowledge of those managers will also help in the development of the organization. The person's gender can have a profound effect on a manager's leadership style. The main objective of this study was to examine whether there is a difference between female managers and male managers in their leadership styles and how their masculinity and femininity traits affect their leadership styles. And the problem of this research was how gender (masculinity & Femininity) effect on changing leadership styles. The study based on the information collected from 120 managers (60 male managers and 60 female managers) selected Finance companies and Banks in Kurunegala district. I used questioner survey method to collect the data from the sample. This collected data analyzed using the SPSS system. After reviewing the results that were obtained from this study it can say that there was an effect of a person's masculinity and femininity traits on their leadership styles. And further, there was a somewhat difference between leadership styles of male managers and female managers. With regard to the gender, that male managers are more masculinity than female managers, and female managers are more femininity than male managers. And with regard to the leadership patterns, female managers are more supportive and participative than male managers in respect of the instrumental leadership styles.*

**Keywords:** Masculinity, Femininity, Gender, Manager, Leadership Style

## **01. INTRODUCTION**

### **1.1 Introduction**

This study focuses on whether there is a difference in leadership styles depending on the gender (Masculinity/Femininity) of the person. Leadership is an essential thing for any organization and every organization needs the right leader to achieve their goals successfully. In earlier, the men performed all the responsible duties and the woman only performed the household chores. But at present, this is changing. Because, as society is progressively developed. Women and men work together during this time and Women are employed in management-level jobs today. So, in this study, I hope to examine whether there is any difference between leadership styles according to their gender (Masculinity/Femininity).

### **1.2 Background of the Study**

Leadership is defined as an influencing process. Power is the source of influence. Power is classified into five groups identified by French & Raven. They are Reward power, legitimate power, Coercive Power, Referent power & Expert power. A leader can influence the behavior of his subordinates to achieve the objectives of an organization using this power (French & Raven).

Behavior is a role of the interaction between individual & his environment. Leadership behavior is a complex process involving many personnel & locational variables. They include the attitudes, followers' behaviors, the other traits and needs, organization characteristics, purpose, culture, policy, structure, functions, personnel characteristics of the leader, etc. (Harsey, 1996)

Among the factors mentioned above, Current researchers are concerned with the effect that gender (Masculinity/Femininity) has on leadership styles. Gender is a potential but it has a subtle effect on behavior. This is so because it influences it;

- One's own expectations
- His / Her behavior
- The expectations others would have of him or her
- The treatment he/she would receive from others

There is one key characteristic of a successful organization that sets it apart from the fail organization; Dynamic and Effective leadership. Gender (Masculinity/Femininity) are not synonymous; however, they are closely related and sometimes used interchangeably.

There is an important difference between sex and gender. The sex is used to determine biological differences between men and women. (Garret, 1992) Men and Women are biological group. In other words, sex differences are biologically determined. Christenson says that gender is used to specify personality differences and masculinity and femininity in relation to identity (Duvall, 1977). In this sense, it certainly goes beyond the idea of the term sex. The concepts of gender are of socio-cultural basis. Socio-cultural aspects of society play a crucial role in shaping the person's behavior. As such gender differences are much more learned than inheritance.

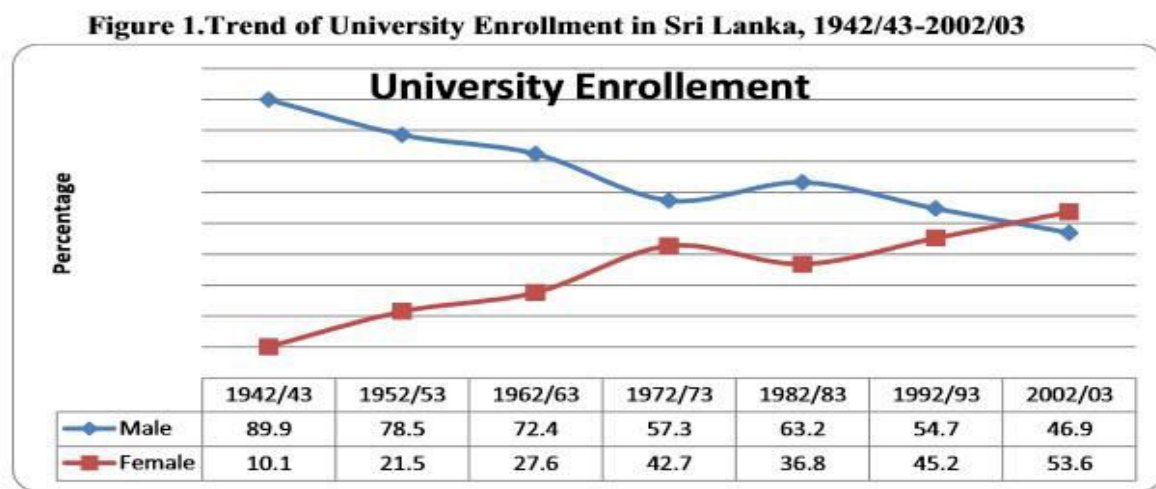
### **1.3 Statement of Research Problem**

Management is commonly considered to be the area of the male. The underrepresentation of women in managerial positions is a distinction common to all developing countries. According to the census of population, 2017 Female employment rate was reported as follows. We can see there is not much difference in women employed rates in past years.

**Table 1.1: Difference in Female employed rates**

Year	Total	Male	Female
2011	52.9	74.0	34.3
2012	52.5	74.9	32.9
2013	53.7	74.9	35.4
2014	53.2	74.6	34.6
2015	53.8	74.7	35.9
2016	53.8	75.0	36.1

But when we are considered about the gender imbalances in admission to universities in Sri Lanka, over the past six decades, we have seen a gradual increase in female student enrolment.



**Figure 1.1: Trend of University Enrolment in Sri Lanka**

So, it is an obvious problem why female work employed rate remains constant though there is an increase in female students entering the university. So, the research thinks it is worthwhile to find out there is a difference between the leadership styles of female managers and male managers.

Most of the barriers that Sri Lankan woman face to access management positions can be categorized under cultural barriers. Sri Lankan society is a patriarchal society which believes male are considered superior to female. The male is expected to be assertive, independent, objective, decisive, and logical.

Because of their traditional sexual roles, they continue to pretend that women have different personality traits than male. Since more and more women are joining the management positions one may incline to examine if there are any behavioral differences based on gender between male and female managers with regard to the way they influence subordinates towards the attainment of organizational goals.

**Hence the research problem may**

**“Is there a difference between male managers in terms of leadership style of female managers”**

#### **1.4 Research Questions**

1. Does masculinity affect the instrumental leadership style?
2. Does masculinity affect the supportive leadership style?
3. Does masculinity affect the participative leadership style?
4. Does femininity affect the instrumental leadership style?
5. Does femininity affect the supportive leadership style?
6. Does femininity affect the participative leadership style?

#### **1.5 Objectives of the Study**

1. To identify the relationship between masculinity and instrumental leadership style
2. To identify the relationship between masculinity and supportive leadership style
3. To identify the relationship between masculinity and participative leadership style
4. To identify the relationship between femininity and instrumental leadership style
5. To identify the relationship between femininity and supportive leadership style
6. To identify the relationship between femininity and participative leadership style

#### **1.6 Significance of the Study**

The topic of research is not well research in Sri Lanka. Though there is a number of gender-based leadership studies carried out in the west, it has not received due attention of researchers in Sri Lanka. Besides the impact of masculinity-femininity on leadership styles has not also been studied depth. The studies conducted in Sri Lanka deal with topics on leadership and gender issues separately.

- The research is based on the trait approach to leadership behavior: it attempts to gang the influence of gender on leadership styles.
- This research combines in itself the study of both the concepts: Gender and Leadership styles.

## **02. LITERATURE REVIEW**

### **2.1 Introduction**

Social scientists distinguish between "gender" and "sex." Sex refers to the basic, biologically given physiological differences between males and females. Gender refers to a culture's social construction of differences between the sexes. These include the different traits, roles, behaviors, attitudes, and aptitudes males and females are expected to display. Gender displays reinforce claims of membership in a sex. Expressions such as "gendered practices," "gendered language," and "gendered jobs".

Leadership is defined as the process of influencing the behavior of subordinates through the five sources of power to attain pre-determined goals. It was then shown that the terms sex and gender are not identical in meaning though they are sometimes used interchangeably. The term sex denotes biological differences between males and females, whether the term gender designates the characteristics masculine and femininity associated either sex which are culturally acquired masculine and feminine characteristics, acquired through the process called socialization influence the behavior of males and females. Hence an attempt is made to study the influence of gender on leadership behavior of male and female managers.

Interest in gender and leadership started in the United States in the early 1970s, when women slowly began to seek and gain entry into management. The research continues, the sex differences in management research has many gaps – gaps that are being filled by researchers who realize that people differ according to their circumstances as surely as they differ according to their sex. People change. People learn. People with similar characteristics seek similar workplace situations and the workplace renders them even more similar, regardless of their sex. It would be pleasant to believe that women and men receive equal treatment as a function of these similarities.

This concept deals with three aspects.

- Concept of gender development
- Major leadership theories
- Findings of some of the previous research on gender-based leadership

## **2.2 Researches on Do Male and Female Leaders Behave Differently...**

During recent years two different and conflicting bodies of literature have emerged in the study of sex differences in leadership style. One view, represented in popular management books and articles suggest that women and men employ very different leadership styles. In these books and articles, data are drawn primarily from the organizational experience of the author and from their interviews with a limited number of managers.

Though females' early socialization and other obstacles may impede them from becoming leaders, those who do ascend do not behave significantly differently from men in the same kinds of positions. Some studies have been able to discern differences in leadership style and managerial behavior, but most have not.

Studies have examined male/female differences in three main types of managerial behavior. The first is task accomplishment style, which is how much the leader initiates, organizes, and defines work activities and processes. The second is interpersonal style, which is how much the leader builds morale, relationships, satisfaction, and commitment in the organization. The third is the decision-making style, which is how much the leader encourages a participative, democratic approach as opposed to an autocratic approach.

Some studies find differences between males' and females' task accomplishment styles and interpersonal styles. Males tended to be more task-oriented; females tended to be more relationship-oriented. These differences, however, have been observed only in men and women subjects of laboratory experiments, that is, people asked to speculate how they would behave if they were leaders. Differences disappear in studies where actual managers are compared: most conclude that women do not behave differently from men in the same or similar kind of leadership position. Moreover, experienced women managers show no differences in leadership abilities from experienced male managers. These women, in fact, are likely to more closely resemble their male counterparts in drive, skills, temperament, and competitiveness, than the average woman in the population.

Some difference has been found in males' and females' decision-making styles. According to Gary N. Powell's comprehensive study, *Women and Men in Management*, women tend to employ a more democratic, participative style while men tend to take a more autocratic, directive approach. This difference has appeared in both laboratory studies and observations of real leaders. Some scholars thus argue that women's tendency to negotiate, mediate, facilitate, and communicate is the more effective leadership style than men's emphasis on power and control; and because this "feminine" style reduces hierarchy, satisfies subordinates, and achieves results, it should be the norm to which men are compared. There is some evidence that this is occurring: most mainstream writers now urge managers to adopt a caring, cooperative, collaborative, nurturing, connective, servant leadership style.

During the late 1990s, medical science found a physical basis for some of these basic differences in leadership qualities. As asserted by Dorion Sagan in "Gender Specifics: Why Women Aren't Men," the structure of the female brain affords women several biological and cognitive advantages. This was thought to be in large part due to the connector between the two sides of the brain being larger in women than in men, resulting in a better ability on the female's part to integrate left brain/right brain activities. Women were thought better able to follow several trains of thought at the same time, while men appeared better able to focus on single topics.

The other main question of concern to writers in the area of gender and leadership is whether "leadership position" is implicitly a gendered concept. To answer this question, first one has to understand how organizations, including their leadership positions, are one place where gender is produced. In her article "Gendering Organizational Theory," Joan Acker argues that gender is part of the logic used in organizations to determine what practices will be adopted. Organizations profess themselves to be gender-neutral, for example, with their practice of filling an abstract job with a person who possesses the requisite qualifications. But when the "job description" for a leadership position includes 12-hour days, business meetings and social events on weekends, and little time for non-job-related obligations, many women (and, increasingly, men) cannot qualify because of their family responsibilities. The ostensibly gender-neutral job, then, is not. It and the organization in which it exists are part of the gendered substructure of society. They assume and thereby replicate conventional gender roles: man working full-time for a lifetime in a job outside the home; woman working in the home to take care of him, the family, and any spillover from his job.

Young, (1981). Examines the differences between feminine and masculine leadership style at the university level. It is a great conflict universally cross-cultural differences varies, socially, behaviorally and politically in accordance at different levels. This study focuses on and manipulates the gender differences in leadership style. The two dimensions of leadership style were focused Task-oriented and people orientated. The sample of the study was consisting of 14 out of 20 universities of Lahore with convenient method. Questionnaire was adopted of TP T (Task) P (People) oriented leadership style by J.B. Ritchie and P. Thompson in New York (1984) from the book of Richard L. Daft (The leadership Experience) published in (2002). The data was analyzed through SPSS data analysis 16.0. The researcher applied one-way ANOVA and t-test to draw the mean difference, variance, and correlation with SPSS for finding the results. The key finding was that there is a non-significant difference between gender leadership styles at university level. Statistics explored that females are more people-oriented and Task-oriented than men.

Ashmore, Del Boca & Wohlers (1986) according to their study they said that there are definite gender stereotypes of leadership style. The stereotypically masculine leader emphasizes the achievement of organizational goals, whereas the stereotypically feminine leader emphasizes people and relationships.

An answer to do male and female managers behave differently was provided by Eagly & Johnson (1990) in a comprehensive meta-analysis which included a large number of organizational, laboratory and assessment studies. They were able to demonstrate in the laboratory and assessment studies that there are some reliable (albeit small-effect size) gender differences in leadership style, whereby women leaders emphasize both interpersonal relations and task accomplishment more than do men. On a different component of leadership style, the tendency to lead democratically or autocratically, they demonstrated that women tended to adopt a more democratic style than men. They concluded, therefore, that there was some demonstrated support for the notion that women lead in a stereotypically feminine manner.

Management review was done on Gender differences in leadership styles and management skills by Sarah Burke, (Sarah Burke is an Adjunct Faculty Member at the Department of Economics, College of Commerce and Finance,

Villanova University, Villanova, Pennsylvania, USA.), Karen M. Collins, (Karen M. Collins is an Associate Professor of Accounting at Rauch Business Centre, College of Business and Economics, Lehigh University, Bethlehem, Pennsylvania, USA.). The results of this study suggest that self-reported leadership styles of female accountants differ somewhat from the leadership styles reported by male accountants. Females are more likely than males to indicate that they use an interactive style of management called transformational leadership. This leadership style was found to be correlated with several management skills associated with success. Female accountants reported somewhat higher perceived effectiveness on two of these management skills: coaching and developing and communicating. The findings also suggest that female accountants receive more developmental opportunities than do their male colleagues.

Loden (1985), according to his study he argued that men prefer and tend to behave in terms of an alternative masculine leadership model characterized by, qualities such as competitiveness, hierarchical authority, high control for the leader, and unemotional and analytic problem-solving. Loden 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 pervasiveness, collaboration of managers and subordinates, lower control for the leader, and problem solving based on intuition and empathy as well as rationality.

Within the context of the study on Kelley (1997), the author reviewed available data and literature regarding gender differences implied by genetic/biological differences, communication differences, preference differences as measured by the MBTI, and unique leadership style differences in organizations and businesses. Within this framework, the paper further compares leadership attributes to styles identified predominantly as traditionally feminine and thereafter, closely focused upon women in military leadership roles. Self-selection and adaptation are factors common to female leadership in male-dominated environments-factors that ultimately limit diversity, hamper creativity, and may even play a role communicating mixed signals to men on issues which can escalate to harassment.

## **2.3 Concept of Gender Development**

### **2.3.1 Distinctive stages in Gender Development**

There are two distinct stages in the gender development of a child. They are gender identity and sex typing.

Many different terms are used to refer to various aspects of gender development. Anyone who has read even a very few articles on this topic is likely to have encountered “gender identity”, “Gender role”, “sex-typed”, “sexual orientation”, “sex role orientation”, and “sexual identity”, to name but a few. To make matters even more confusing different authors use identical terms to offer to different aspects of behavior, or sometimes the same behaviors are described by different terms. The appropriate use of sex and gender has probably raised the greatest controversy. Some authors argue that sex should be restricted to a person’s biological maleness or femaleness, and gender for the social traits and characteristics that are associated with each sex (Deaux, 1985; Unger, 1979). The term sex implies a biological basis for behavior when none necessarily exists.

Maccoby (1988), on the other hand, believes that sex and gender should be used interchangeably because biological and social aspects of sex may interact with each other and it is difficult to distinguish between the two. Following Maccoby, use both terms here without any assumption that sex implies biological causes or that gender results from socialization.

Gender identity is a person’s concept of him or herself as male or female, as reflected in the statements “I am a boy” or “I am a girl”. Gender role includes the behaviors and attitudes considered appropriate for males and females in a particular culture.

## 04. DATA ANALYSIS AND DISCUSSION

### 4.1 Introduction to Chapter

This chapter presents and analyses the actual data that the researcher gathered through the questionnaire. This research is going on as a study so the researcher used descriptive and other methods to analyze data. Data relating to the research are shown in the particular tables, charts, and graphs as data presentation techniques in a descriptive manner. Further, the data collected and used in the research is analyzed and presented by using the output provided by the SPSS method in the linear regression model.

### 4.2 Explanation of Results

#### 4.2.1 Gender

##### 4.2.1.1 Mean Values from sample of Male Managers

**Table 4.1: Mean Values from sample of Male Managers**

Description	Masculinity Scale	Femininity Scale
Mean Value	3.62	3.58

The above table shows the mean values acquired from the sample of male managers. According to that table in sample of male managers means for the masculinity is higher than the femininity. This can be further explaining by using the following graph.



**Figure 4.1: Mean Values from sample of Male Managers**

According to the above graph in the male managers’ sample, there are high values for Masculinity scale. The mean values for the femininity scale represent a lower amount than the above masculinity scale.



**4.2.1.2 Mean Values from sample of Female Managers**

**Table 4.2: Mean Values from sample of Female Managers**

Description	Masculinity Scale	Femininity Scale
Mean Value	3.47	3.91

The above table shows the mean values acquired from the sample of Female managers. According to that table in the sample of female managers means for the femininity scale is higher than the masculinity scale. This can be further explaining by using the following graph.



**Figure 4.2: Mean Values from sample of Female Managers**

According to the above graph in female managers’ sample, there is a high mean value for femininity scale than masculinity scale.

**4.2.2 Leadership Styles**

**4.2.2.1 Mean values for leadership styles from the sample of Male Managers**

**Table 4.3: Mean values for leadership styles from the sample of Male Managers**

Description	Instrumental Leadership Style	Supportive Leadership Style	Participative Leadership Style
Mean Value	4.02	3.82	3.9

The above table shows the mean values acquired from the sample of male managers in relation to the leadership styles of those male managers. According to that table in the sample of male managers means for the supportive leadership style and participative leadership style are at a lower level than the instrumental leadership style. In other words, this instrumental leadership style has a higher mean value than supportive leadership style and participative leadership style. This can be further explained by using the following graph.



**Figure 4.3: Mean values for leadership styles from the sample of Male Managers**

When considering the results interpreted by the above graph it clearly shows the planned lines for the instrumental leadership style are linked at the top of the graph. And planned lines for supportive leadership style and participative leadership styles have lined the bottom of the graph. Thereby it illustrates that instrumental leadership has a higher value of mean in the sample of male managers.

**4.2.2.2 Mean Values for leadership styles from the sample of Female Managers**

**Table 4.4: Mean Values for leadership styles from the sample of Female Managers**

Description	Instrumental Leadership Style	Supportive Leadership Style	Participative Leadership Style
Mean Value	3.92	4	4.06

The above table shows the mean values acquired from the sample of Female managers in relation to the leadership styles of those female managers. According to that table in the sample of female managers means for the supportive leadership style and participative leadership style are higher than the instrumental leadership style. This can be further explained by using the following graph.

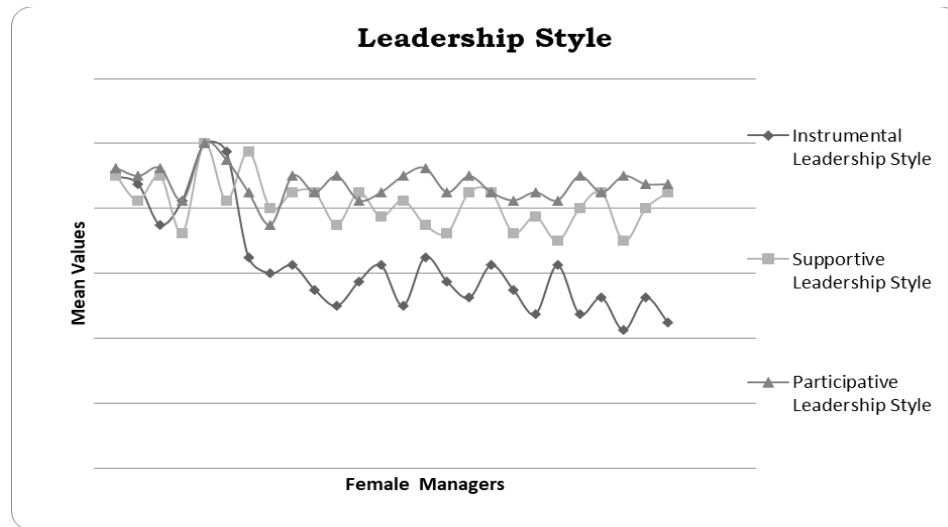


Figure 4.4: Mean values for leadership styles from the sample of Female Managers

According to the above graph, it clearly shows the planned lines for the instrumental leadership style is lined below the planned lines of supportive leadership style and participative leadership style. Planned line for the participative leadership style is linked at the top of the graph. Thereby it further illustrates that participative leadership style has a higher mean value in a sample of female managers.

### 4.3 Hypothesis Testing

By determining the correlation coefficient in respect of each hypothesis it is tested whether the given hypothesis is true or false. In other words, it will be tested whether the hypothesis could be accepted or rejected.

- H<sub>1</sub> - There is a positive relationship between masculinity and instrumental leadership style.
- H<sub>2</sub> - There is a positive relationship between masculinity and supportive leadership style.
- H<sub>3</sub> - There is a positive relationship between masculinity and participative leadership style.
- H<sub>4</sub> - There is a positive relationship between femininity and instrumental leadership style.
- H<sub>5</sub> - There is a positive relationship between femininity and supportive leadership style.
- H<sub>6</sub> - There is a positive relationship between femininity and participative leadership style.

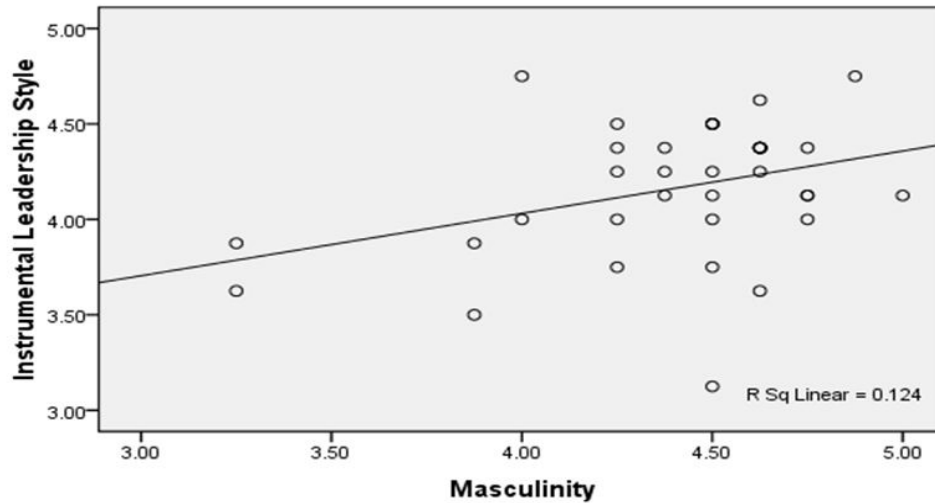
Null Hypothesis - H<sub>0</sub>: r = 0  
 Alternative Hypothesis - H<sub>1</sub>: r > 0

Accordingly, if the value of the correlation coefficient is equal to zero, the null hypothesis will be accepted and the alternative hypothesis will be rejected. If the value of the correlation coefficient is greater than zero, the null hypothesis will be rejected and the alternative hypothesis will be accepted.

The research will be evaluated by the correlation value according to the range of correlation scale, which was mentioned in the methodology chapter.

### 4.3.1 Relationship between Gender and Leadership Styles of Male and Female Managers

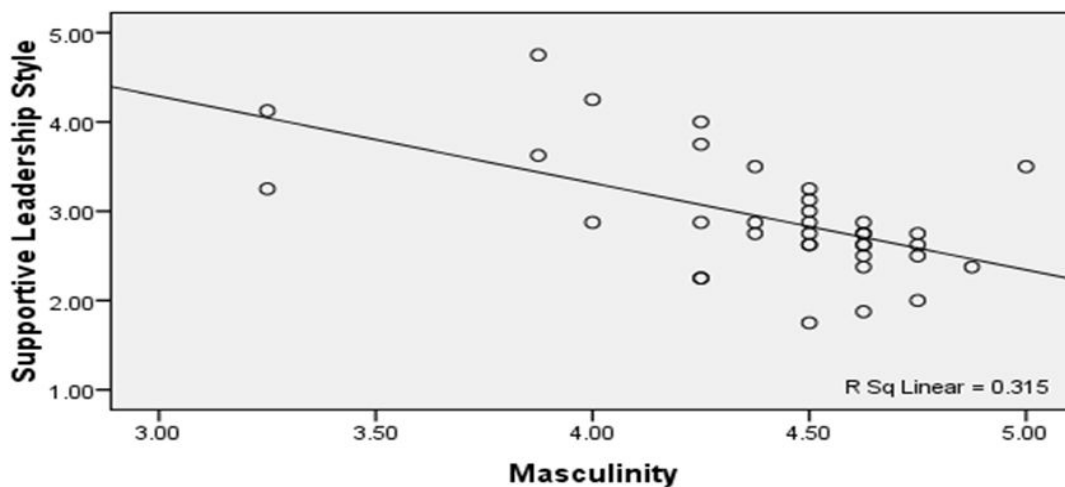
#### 4.3.1.1 Relationship between Masculinity and Instrumental Leadership Style



**Figure 4.5: Relationship between Masculinity and Instrumental Leadership Style**

When moving on to the linear relationship between Masculinity and Instrumental Leadership Style of Male Managers the above scatter diagram shows that there is a positive linear relationship between masculinity scale and instrumental leadership style. According to the mean values acquired from the sample (Malhotra, 2006).

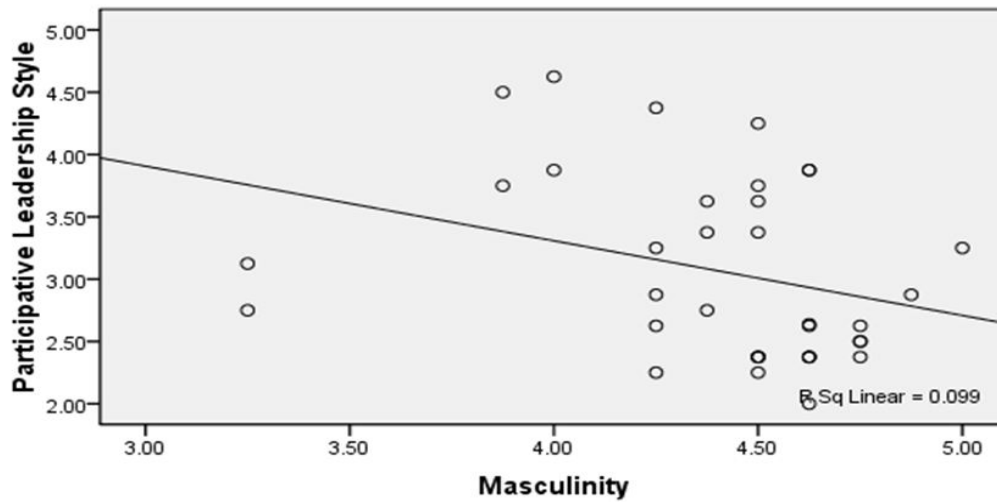
**4.2.3.2 Relationship between Masculinity and Supportive Leadership Style**



**Figure 4.6: Relationship between Masculinity and Supportive Leadership Style**

When considering the linear relationship between Masculinity and Supportive Leadership Style of Male Managers the above scatter diagram shows that there is a negative linear relationship between masculinity scale and supportive leadership style. According to the mean values acquired from the sample, this relationship can be explained as above (Malhotra, 2006).

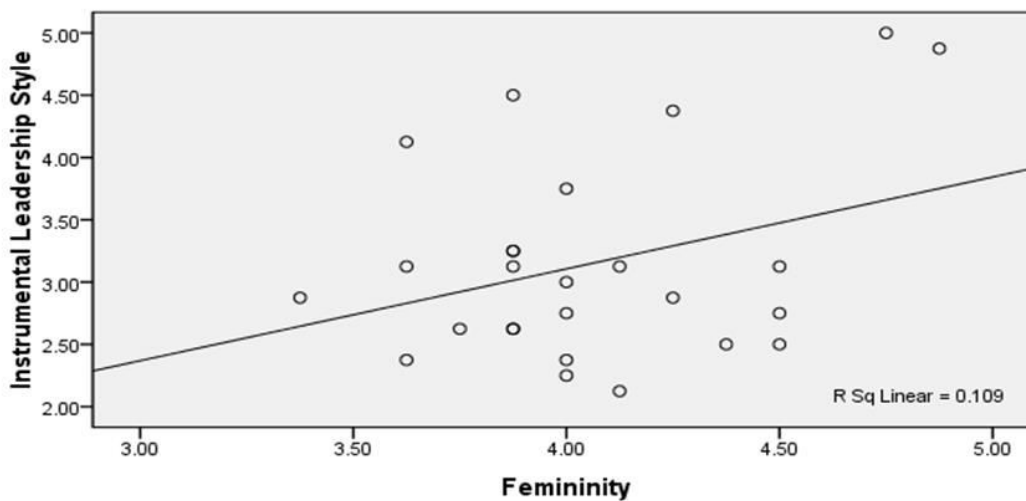
**4.2.3.3 Relationship between Masculinity and Participative Leadership Style**



**Figure 4.7: Relationship between Masculinity and Participative Leadership Style**

When considering the linear relationship between Masculinity and Participative Leadership Style of Male Managers the above scatter diagram shows that there is a negative linear relationship between masculinity scale and participative leadership style. According to the mean values acquired from the sample, this relationship can be explained as above (Malhotra, 2006)

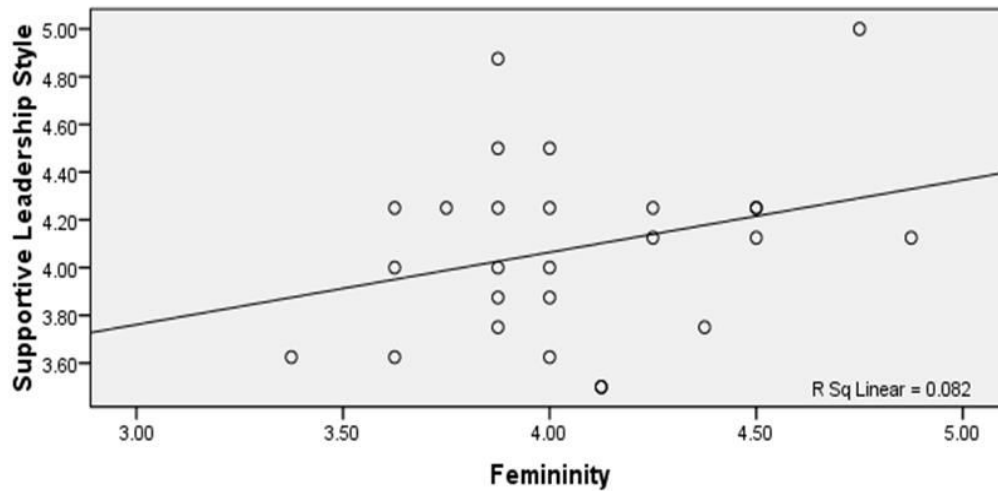
**4.2.3.4 Relationship between Femininity and Instrumental Leadership Style**



**Figure.4.8: Relationship between Femininity and Instrumental Leadership Style**

When considering the linear relationship between Femininity and Instrumental Leadership Style of Female Managers the above scatter diagram shows that there is a positive linear relationship between femininity and Instrumental leadership style. According to the mean values acquired from the sample, this relationship can be explained as above (Malhotra, 2006).

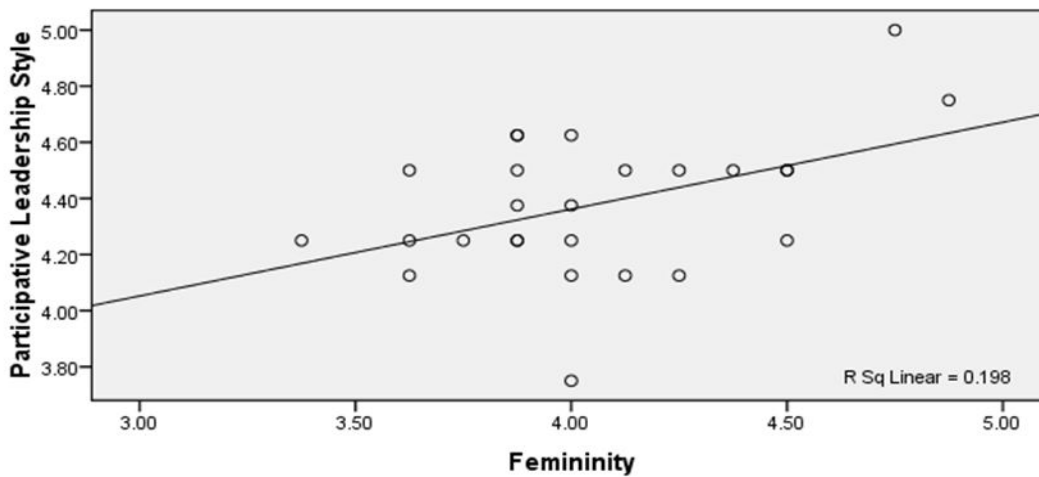
**4.2.3.5 Relationship between Femininity and Supportive Leadership Style**



**Figure 4.9: Relationship between Femininity and Supportive Leadership Style**

When considering the linear relationship between Femininity and Supportive Leadership Style of Female Managers the above scatter diagram shows that there is a positive linear relationship between femininity and supportive leadership style. According to the mean values acquired from the sample, this relationship can be explained as above (Malhotra, 2006).

**4.2.3.6 Relationship between Femininity and Participative Leadership Style**



**Figure 4.10: Relationship between Femininity and Participative Leadership Style**

When considering the linear relationship between the Femininity and Participative Leadership Style of female Managers the above scatter diagram shows that there is a positive linear relationship between femininity and participative leadership style. According to the mean values acquired from the sample, this relationship can be explained as above (Malhotra, 2006).

## 05. DISCUSSION & CONCLUSION

### 5.1 Introduction

I dedicated this chapter to analyze data by using proper methods. According to that purpose, regression analysis and correlation analysis was used for analyzing data. In this chapter data analyzed using statistical methodologies mentioned in chapter 03 and data represented in chapter 04.

### 5.2 Results

#### 5.2.1 Gender – Masculinity / Femininity

##### 5.2.1.1 Masculinity

**H1** – Male Managers are higher in masculinity than Female Managers.

**Table 5.1: Male managers are higher in masculinity than Female Managers**

Description	Masculinity Scale	Femininity Scale
Mean value of Male Managers	3.62	3.58
Mean value of Female Managers	3.47	3.91

The masculinity scale represents appearances that are socially desirable in both sexes but believed to occur to a great degree in males. When considering the above table, we can see the mean value for the masculinity scale for the male managers' sample is higher than the mean value for the masculinity scale for the female managers' sample. Thereby when moving on to hypothesis number 01 according to the results interpreted in the above table it can say that this hypothesis can be accepted. Where the mean values for the masculinity scale is representing a higher value than the mean value of femininity scale in male managers' sample. In other words, it can be said that female managers are lower in masculinity than male managers in accordance with the above results.

##### 5.2.1.2 Femininity

**H2** – Female managers are higher in femininity than Male managers

**Table 5.2: Female Managers are higher in Femininity than Male Managers**

Description	Masculinity Scale	Femininity Scale
Mean value of Male Managers	3.62	3.58
Mean value of Female Managers	3.47	3.91

The femininity scale was used to measure the feminine characteristics of the respondents. Hereby femininity scale represents characteristics that are socially desirable in both sexes but believed to occur to a great degree in females. Thereby according to the questionnaire, the persons who obtain higher mean values for this femininity scale consider as they have a great degree of female characteristics.

When considering the above table, we can see the mean value for the femininity scale for the female managers' sample is higher than the mean value for the femininity scale in the male managers' sample.

When considering the results which were interpreted in the above table it can clearly mention that female managers are higher in femininity than male managers. Because the mean value for the femininity scale in female managers 'sample is higher than the mean value for the femininity scale in male managers' sample.

## 5.2.2 Leadership Styles – Instrumental / Supportive / Participative

### 5.2.2.1 Instrumental Leadership Style

**H3** – Male managers are more instrumental than female managers

**Table 5.3: Male managers are more instrumental than Female managers**

Description	Instrumental Leadership Style
Mean value of Male Managers	4.02
Mean value of Female Managers	3.92

Instrumental leadership style is a style which Concerned with following standards rules & regulations, meeting established deadlines, maintaining performance standards, Unilateral decision making, and close supervision. The persons who are high in these characteristics is considered as a leader which has instrumental leadership style.

In here there were eight questions in the questionnaire to measure the instrumental leadership style of a manager. According to the way that they have responded to this questionnaire it can be decided whether these managers have instrumental leadership style, supportive leadership style or participative leadership style.

When considering the above table, we can see the mean value for the instrumental leadership style is higher in male managers' sample than female managers' sample. Based on the results that have interpreted in the above table it can clearly say that Male managers are more instrumental than female managers.

Description	R
Coefficient of Correlation (Male)	.672 <sup>a</sup>
Coefficient of Correlation (Female)	.320 <sup>a</sup>

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

According to the above table, it can say there is a 0.672 (high) correlation between Masculinity and instrumental leadership style of male managers and 0.32 (low) of correlation between Femininity and instrumental leadership style.

### 5.2.2.2 Supportive Leadership Style

**H4** – Female Managers are more supportive than male managers



**Table 5.4: Female Managers are more supportive than male managers**

Description	Supportive Leadership Style
Mean value of Male Managers	3.82
Mean value of Female Managers	4

A supportive leadership style is a style which behavior indicative of friendship concern for Subordinate ideas, feelings, individuality and personnel need satisfaction treating employees with respect and dignity. The persons who are high in these characteristics are considering as a leader which has a supportive leadership style.

In here there were four questions in the questionnaire to measure the supportive leadership style of a manager. According to the way that they have responded to this questionnaire it can be decided whether these managers have instrumental leadership style, supportive leadership style or participative leadership style.

When considering the above table, we can see the mean value for the supportive leadership style is higher in female managers’ sample than male managers’ sample. Based on the results that have interpreted in the above table it can clearly say that female managers are more supportive than male managers.

Description	R
Coefficient of Correlation (Male)	.432 <sup>a</sup>
Coefficient of Correlation (Female)	.688 <sup>a</sup>

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

According to the above table, it can say there is a 0.432 (low) correlation between Masculinity and supportive leadership style of male managers and 0.688 (high) of correlation between Femininity and supportive leadership style.

**5.2.2.3 Participative Leadership Style**

**H5** – Female Managers are more participative than male managers

**Table 5.5: Female Managers are more participative than male managers**

Description	Participative Leadership style
Mean value of Male Managers	3.9
Mean value of Female Managers	4.06

Participative leadership style is a style which concern about sharing information, giving the opportunity to influence decisions and etc. The persons who are high in these characteristics is considered as a leader which has participative leadership style.

In here there were two questions in the questionnaire to measure the participative leadership style of a manager. According to the way that they have responded to this questionnaire it can be decided whether these managers have instrumental leadership style, supportive leadership style or participative leadership style.

When considering the above table, we can see the mean value for the participative leadership style is higher in female managers' sample than male managers' sample. Based on the results that have interpreted in the above table it can clearly say that female managers are more participative than male managers.

Description	R
Coefficient of Correlation (Male)	0.328 <sup>a</sup>
Coefficient of Correlation (Female)	0.636 <sup>a</sup>

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

According to the above table, it can say there is a 32.8% (low) correlation between Masculinity and participative leadership style of male managers and 63.6% (moderate) of correlation between Femininity and participative leadership style.

## Conclusion

The main objective of this study was to examine about whether there is a difference between female managers and male managers in their leadership styles and how their masculinity and femininity traits affect for their leadership styles. After reviewing the results that were obtained from this study it can say that there is an effect of person's masculinity and femininity traits to their leadership styles. And further there is a somewhat difference between leadership styles of male managers and female managers. According to the results that I have obtained and when considering about the previous literature reviews it can say that,

- Male managers are more in masculinity traits than female managers.
- Female managers are more in femininity traits than male managers.
- Male managers are high in instrumental leadership styles than female managers.
- Female managers are high in supportive leadership styles and Participative leadership styles than male managers.

## References

- 1) Alvesson, M. (1996). *Leadership studies: From procedure and abstraction to reflexivity and situation*. The Leadership Quarterly.
- 2) Bandara, S. M. (1993) *Values of Female Managers*, An Unpublished MBA Research paper, PIM, University of Sri Jayewardenepura.
- 3) Barnad, C. (1997). *The Nature of Leadership*. Cambridge: Harvard University Press.
- 4) Bayes, J (1987), *“Do Female Managers in public bureaucracies manage with a different voice”*, Dublin.
- 5) Burke, S., & Collins, K. M. (2001). *Gender differences in leadership styles and management skills*. Women in management review.
- 6) Butterfield, D A and Powell, G N (1987), *“Effect of group performance”*, Organization behaviour and Human performance.
- 7) Eagly, A. H., & Johnson, B. T. (1990). *Gender and leadership style: A meta-analysis*. Psychological bulletin.
- 8) Eagly, A. Karau, S and Makhijani, M. (1995), *Gender and the effectiveness of leaders: a meta-analysis”*, Psychological bulletin.
- 9) Fonseka F L, (1993), *organizational Leaderships and subordinates’ perceptions and preferences*, an unpublished MBA research paper, PIM, University of Sri Jayewardenepura.
- 10) Grant, J. (1988), *“Women as managers: What they can offer to the organization”*, Organizational Dynamics.
- 11) Hersay, Paul and Kenneth H Blanchard, (1996), *Management of Organizational Behaviour, 6th edition*, New Delhi: prentice hall of India pvt.
- 12) Kelley, M. J. (1997). *Gender differences and leadership: a study* (No. AU/AWC/RWP2-104/97-04). AIR WAR COLL MAXWELL AFB AL.
- 13) Kenter, R. M (1977), *Men and Women of the corporation*, New York: Basic Books.
- 14) Kovalainen, A. (1990), *How do male and female managers in banking view their work roles and their subordinates”*, Scandinavian Journal of management.
- 15) Liyange Uditha P, (1996) *Femininity as a managerial value*, Sri Lanka Journal of management, volume 1.
- 16) Loden, M (1986), *Feminine Leadership*, New York: Time books.
- 17) Loden, M. (1986), *Quantitative Techniques*, New York: McGraw hill company.
- 18) Malsiri, Dias. (1979) *Socio-Cultural factors affecting the status of women in the status of women*, Colombo; University of Colombo.
- 19) Mats Alvesson & Yvome Due Billing, (1997), *Understanding Gender and Organization*, Sage publication, London.
- 20) Nanayakkara, G, (1992), *Culture and Management in Sri Lanka, 2<sup>nd</sup> edition*, Dehiwala, Srilanka PIM.
- 21) Nimalathasan, B. (2007). *Women in Management*: Bankers Journal, University of Jaffna.
- 22) Obesekara H, (1987), *Women in top management in the private sector*, An unpublished MBA research paper, PIM, University of Sri Jayewardenepura.
- 23) Powell, G N (1988), *Women and Men in management*, Beverly Hills, CA: Sage.
- 24) Shyam Sundar T R, (1995), *Gender Perceptions of Sri Lankan managers in the private sector service*, An Unpublished MBA research paper, PIM, University of Sri Jayewardenepura.
- 25) Spence J T and Helmreich R L, (1978), *Masculinity-their Psychological Dimensions, Correlates and Antecedents*, Austin Texas: University of Texas Press.
- 26) Thayanithy M, (1998), *Dependency and Participation: Male Vs Female*, An unpublished MBA research paper, PIM, University of Sri Jayewardenepura.
- 27) Upasena K W, (1991), *leadership Styles of Sri Lankan managers*, An unpublished MBA research paper, PIM, University of Sri Jayewardenepura.
- 28) Van Engen, M. L., Van der Leeden, R., & Willemsen, T. M. (2001). *Gender, context, and leadership styles: A field study*. Journal of occupational and organizational psychology.