

The Leadership Styles of Women and Men Case Study in Carrefour

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Abstract

In this study, the aim is to identify the leadership styles of women and men in Carrefour private organization. In addition, to examine the leadership styles of women and men in private sector.

For this purpose, in the beginning, the theoretical theorem for gender differences and similarities in leadership style as well as types of leadership style and the trait approach to leadership are considered in the literature. After a general literature review, the leadership styles of women and men questionnaire survey is conducted to explain the main different leadership styles between women and men in this private sector. This survey is covered to employees that are assistant experts and experts holding Senior Manager, Director, Vice President, Senior vice President and C level executive (CIO, CTO, COO, CMO, etc.). A sample of 108 employees was collected, and they were handed out the question and they asked to fill them in. Later, SPSS software program is utilized for analysis of data considering demographic properties.

Key Words: women leadership style, men leadership style

1.Introduction

The balance between the participation of man and women in the responsible position inside the private sector organization and public sector organization was objective of the many of that research in the previous time .However, The numbers inside the responsible of the leadership positions such as companies or public sector is much lower than of the number of the leader position of eth man .For example :In the United state of America, the number of man which is getting the chief executive officer (CEO)is more better than the percentages of the women in the same position .the number of the women in the world wide which is taken highly levels of the responsibilities in the organization by comparing with man is a slow- moving progress in the previous and current time .By taking the important point that the women who do make their way by the strongly try to taking the highest and best responsibility in the organization as leadership or top management ,do not achieve their positions by adopting their styles in the leaderships that are supported to be successful better than the men (Mdluli,2002). .Eagly, and Johannesen-Schmidt (2001) confirms that women leader in a different way should be successful by using the best modern styles of the management and following that plans

which is prepared before far of the any ways of the protecting the problems and perceptions a bad situation for the current and future time.

According Röthengatter, and van den Berg, (2010) it has a many characters which is more important for preparing by the leadership in the both genders man and women ,therefore the leadership should make integration between their personally and logically trusts also characters which is have high levels of the quality suitable in the social situation to their leadership styles

Taken this all into account, it is useful to examine which leadership styles more appropriate are for women, by looking at their characteristics.

2. Literature review

There may be many meanings to the definition of the leadership, the leadership is actually as indicated Stogdill (1974, p. 7) pointed out in. Through his review of other leadership research. There was a strong set of leadership definitions for people who tried to define leadership. It has been found to resemble demographics and at the same time symbolizes inner peace and love. However, each one of us knows exactly what leadership means by these words. Words may have different meanings. The meaning of meaning may differ from one person to another. This leadership depends on the person's understanding of these words. As Box 1.1 shows. Many researchers, practitioners and scientists have tried to define the word leadership for more than a century without Global consensus.

The definitions relating to the leadership that emerged in the three decades at the beginning of the twentieth century meant full power control, concentration and association with a common theme of hegemony. For example, at the Leadership Conference in 1927, the leadership recognized the ability to control the leader and the will of those who lead Positions and urges obedience to the leader and respect and loyalty to him and cooperation with him, (Moore, 1927, p. 124).

2.1 Types of leadership style

It is important to know the influence of gender on the leadership style be seen in a way that is particularly noticeable in measuring the way in which the criteria and methods that relate to the man's role as a leader are shown, as are some special laws and standards related to the role of laws that are reserved for women in society. So by using methods that are guaranteed to reflect this design, the classic work on certain driving styles is considered to be the first and mainly sectarian (see Bass, 1990; Cann& Siegfried 1990). The most common and popular is the distinction between two different methods. The first is the style of leadership that is directed towards completing the tasks, which was defined on the basis of his interest in accomplishing the tasks required by arranging the activities that have to do with the tasks required, the second is the method used to deal with others introduced by Bales (1950) develops the fur of the revolution in the Ohio State Leadership researches (e.g.,

Hemphill& Coons, 1957). This research included the evolution of the method directed to the tasks required and also called the beginning of the structure, and also included encouraging the leader to follow and apply the rules and laws required and required, as well as stay at the high level to perform the tasks required, and making the leader's roles and other roles clear. Individual guidance, such as respect and behavior, for example, helps the leaders and attitudes required of them, as well as seeking their well-being, explaining the procedures, and the friendliness available. Another aspect of leadership in this area of research is the extent to which the leader (1) can conduct democratic elections and allow other leaders to participate in decision-making and decision-making. (2) act unilaterally and reject the sub-decision. This democratic dimension, in contrast to autocratic leadership (or so-called parallel dimension of participatory versus orientation), can be followed by early experimental studies of leadership (e.g., Lewin&Lippitt, 1938), developed from that time by many researchers (e.g., Vroom&Yetton, 1973). Although the democratic model compared to autocracy forms a narrow part of the behavior of a leader of the type directed toward others (see Bass, 1990), the authoritarian democratic dimension is also linked to gender roles, because one of these components of constraint is linked to these roles and men have the dominant side They are usually more introverted than women.

3. Research problem

The leader ship style different between the leaders with others the characters which is followed by the leadership affected with the principles and plans selected by the leadership for both genders such as Woman and man .However, the mention leadership style will be combined with different of style and charter of woman ,it has a little woman styles followed and prepared 100% for the women leadership position ,the research problem is to analysis this few women that do participate in top management positions which are using their different style from the ones successful styles using by man in the leadership .Therefore , the effective styles of leadership used by women not suitable for man because of this point the plans and motivation which is followed by leadership of woman it is more attractiveness for the women .

4. Research objective

1- To find the different kinds of effective leadership styles of Women and Men.

2-To identify kind of leader is/ what kinds of characteristics are required for each different effective leadership style.

3-To determine characteristics do women in general possess more in comparison to men.

5. Research question

- 1- What are the different kinds of effective leadership styles of Women and Men?
- 2-What kind of leader is/ what kinds of characteristics are required for each different effective leadership style?
- 3- Which characteristics do women in general possess more in comparison to men?

6. Research Methodology

6.1 Design of the Research

The researcher used a questionnaire in order to collect data about the research of **the leadership styles of women and men**. The questionnaire will compose of two sections .The first section consist of demographic (personal) questions, starting with gender. The second section of the survey questionnaire consists of **forty two factors** and distributed 115 units for participant in private companies but I received **108** units of the distributing questionnaire of participant.

6.2 Method of Data Collection

The researcher gather data for the research through distributing questionnaire as a primary data .The questionnaire is prepared and distributed to the owner and employee as a staff at private sector organization. Secondary data is need for conducting research work, which is due by collect it from recent academic articles, book and previous studies related to the leadership styles of women and men.

6.3 Sampling of Size and target population

A random sampling method was adopted to collect data, where all the departments and employee. Will have equal chance of being selected from the sample group. Distributed the survey questionnaire of the research in one private company involved in this research such as Carrefour in family mall

7. Data analysis

The reliability test of Cronbach's Alpha of all dependent and independent variables were tested in SPSS and the overall value of alpha is $\alpha=0.833$ which is show reliable data.

Table (1):Reliability Statics

Cronbach's

Alpha	N of Items
.833	10

Table 2: Demographical Data

Parameter		Frequency	Percent
What is your gender?	Male	75	69.4
	Female	33	30.6
What is your age.?	Less than 18 years	5	4.6
	18 - 25 years	17	15.7
	26 - 35 years	40	37.0
	36 - 45 years	33	30.6
	45 years and above	13	12.0
What is your education level?	High school graduate	3	2.8
	Advanced vocational education and training	19	17.6
	Bachelor's degree	63	58.3
	Master's degree	18	16.7
	Ph.D.	5	4.6
What best describes the type of organization you are working for	Public sector	38	35.2
	Non-governmental organization	22	20.4
	Private sector	21	19.4
	Not-for-profit	22	20.4
	Other	5	4.6

What is the closest match for the title of your position	Student	3	2.8
	Intern	7	6.5
	Entry Level	2	1.9
	Analyst / Associate	5	4.6
	Manager	25	23.1
	Senior Manager	20	18.5
	Director	21	19.4
	Vice President	14	13.0
	Senior Vice President	6	5.6
	C level executive (CIO, CTO, COO, CMO, etc.)	1	.9
	Owner	2	1.9
	Blue-collar worker	2	1.9
At the moment, your supervisor is	Male	36	33.3
	Female	43	39.8
	Gender does not matter	29	26.9
Your preference regarding the gender of your supervisor	Male	61	56.5
	Female	39	36.1
	Gender does not matter	8	7.4

Table 2: Item Data

Parameter		Frequency	Percent
(Q1) In your opinion, who are more effective leaders	Males	70	64.8
	Females	12	11.1
	Gender does not matter	26	24.1
(Q2) In your opinion, what are the main factors that determine leadership effectiveness	Education	21	19.4
	Personality traits	41	38.0
	Acquired relevant knowledge and skills	46	42.6

(Q3) In your opinion, which leader is able to manage conflicts effectively	Males	29	26.9
	Females	52	48.1
	Gender does not matter	27	25.0
(Q4) In your opinion, which leader is more capable of listening and understanding their employees/subordinates	Males	18	16.7
	Females	38	35.2
	Gender does not matter	52	48.1
(Q5) In your opinion, who is better at controlling their emotions	Males	54	50.0
	Females	28	25.9
	Gender does not matter	26	24.1
(Q6) In your opinion, which attributes are most suitable for male leaders	Self-confidence	10	9.3
	Stress-tolerance	4	3.7
	Competency	16	14.8
	Effectiveness	2	1.9
	Productivity	5	4.6
	Openness	9	8.3
	Perseverance	13	12.0
	Untrustworthiness	4	3.7
	Initiative	1	.9
	Supportiveness	18	16.7
	Compassion	12	11.1
	Humility	8	7.4
	Assertiveness	2	1.9

	Tendency to take risks	4	3.7
(Q7) what are male leader competencies	Exactly instruct group or organization members	29	26.9
	Organize effectively	5	4.6
	Accurately and clearly formulate tasks	9	8.3
	Control workflow in an effective way	13	12.0
	Accurately assess situation	16	14.8
	Inspire and motivate group or organization members	36	33.3
(Q8) Which leader do you trust more	Males	57	52.8
	Females	51	47.2
(Q8_1) If males, why They themselves trust people more	Strongly disagree	3	2.8
	Disagree	7	6.5
	Neither agree nor disagree	4	3.7
	Agree	25	23.1
	Strongly agree	18	16.7
	Total	57	52.8
	Nothing	51	47.2
(Q8_2) If males, why They are rarely guided by their emotions	Strongly disagree	4	3.7
	Disagree	6	5.6
	Neither agree nor disagree	5	4.6
	Agree	31	28.7

	Strongly agree	11	10.2
	Total	57	52.8
	Nothing	51	47.2
(Q8_3) If males, why They are more self-reliant	Strongly disagree	28	25.9
	Disagree	15	13.9
	Neither agree nor disagree	1	.9
	Agree	11	10.2
	Strongly agree	2	1.9
	Total	57	52.8
	Nothing	51	47.2
(Q8_11) If females, why They themselves trust people more	Strongly disagree	2	1.9
	Disagree	10	9.3
	Neither agree nor disagree	4	3.7
	Agree	23	21.3
	Strongly agree	12	11.1
	Total	51	47.2
	Nothing	57	52.8
(Q8_12) If females, why They are rarely guided by their emotions	Strongly disagree	9	8.3
	Disagree	21	19.4
	Neither agree nor disagree	6	5.6
	Agree	11	10.2
	Strongly agree	4	3.7
	Total	51	47.2

	Nothing	57	52.8
(Q8_13) If females, why They are more self-reliant	Strongly disagree	25	23.1
	Disagree	1	.9
	Neither agree nor disagree	1	.9
	Agree	16	14.8
	Strongly agree	8	7.4
	Total	51	47.2
	Nothing	57	52.8
(Q9) In your opinion, which leaders can resolve challenges at work easier	Males	63	58.3
	Females	45	41.7
(Q9_1) If males, They are more persevere	Strongly disagree	5	4.6
	Disagree	10	9.3
	Neither agree nor disagree	6	5.6
	Agree	22	20.4
	Strongly agree	20	18.5
	Total	63	58.3
	Nothing	45	41.7
(Q9_2) If males, They are more honest	Strongly disagree	10	9.3
	Disagree	12	11.1
	Neither agree nor disagree	3	2.8
	Agree	31	28.7
	Strongly agree	7	6.5

	Total	63	58.3
	Nothing	45	41.7
(Q9_10) If females, They are more persevere	Strongly disagree	4	3.7
	Disagree	11	10.2
	Neither agree nor disagree	6	5.6
	Agree	20	18.5
	Strongly agree	4	3.7
	Total	45	41.7
	Nothing	63	58.3
(Q9_11) If females, They are more honest	Strongly disagree	12	11.1
	Disagree	15	13.9
	Neither agree nor disagree	1	.9
	Agree	11	10.2
	Strongly agree	6	5.6
	Total	45	41.7
	Nothing	63	58.3
(Q10) Do you agree with the statement that it is more difficult for women to reach leadership positions	Yes	65	60.2
	No	43	39.8
(Q11) If yes, in your opinion, why is it more difficult for women to reach leadership positions	Absence of work-life balance	3	2.8
	Absence of mentor	16	14.8
	Unwillingness to relocate	3	2.8

	Limited social network and connections	26	24.1
	Feelings of guilt for not spending enough time with family because of work	4	3.7
	Family responsibilities interfering with work	3	2.8
	Having to outperform male leaders to be considered effective	5	4.6
	Lack of support in the household when work is demanding	5	4.6
	Total	65	60.2
	Nothing	43	39.8

8. Finding Conclusion

According to the descriptive analysis, I am such researcher find and conclude the highest value was (Q6) in your opinion, which attributes are most suitable for male leaders? Mean = 7.84, the second highest value was (Q11) If yes, in your opinion, why is it more difficult for women to reach leadership positions? Mean = 4.28, the third highest value was (Q8_1) If males, why they themselves trust people more? Mean = 3.84, the fourth highest value was (Q7) what are male leader competencies? Mean = 3.83, the fifth highest value was (Q8_18) If females, why they are more practical? Mean = 3.75, the sixth highest value was (Q8_2) If males, why they are rarely guided by their emotions? Mean = 3.68.

A clear competition is found between the required characteristics of Transformational Leadership and the most populate characteristics of women. Example of women score higher on the trait openness to feelings and more transformational Leadership style requires a leader that is aware of the feelings of his adherents. In the same way, a couple of links are found to the characteristics of women with the characteristics required for Transformational Leadership. The conclusion can be drawn that several characteristics of women found in this thesis competition transformational Leadership. The researcher found that men in the Leadership style have more stability in the personality during the managing the

organization, but this is not mean that the men leadership style doesn't have any negative point in the managing the organization such as having hard and strong desertion during handling the organization, or making some wrong decision during of the employee commitment requests. However, it can be concluded that women should adopt a style with a maximum perpendicular action. Group of Management in the organization should match to several characteristics women if making comparisons between men and woman. There can be concluded that the characteristics of women match best situations of employee leaning leadership styles like Group Management and Consideration in any organization.

Also, the researcher finds in this research that a number of matches between the leadership style men and women required for organization Leadership and the general behavior of women. For example, women achieve higher on the behavior business or organization an attractive characteristic when executing organization Leadership means that the woman stays with the company for a long time and make the friendly situation with the employee inside the organization. The woman leadership in the organization effect positively of the internal environment of the organization and the positive effect of increasing the employee productivity because of the employee job satisfaction progress with the decision from the woman as important assets in the organization. However other links are made and research is found which confirms women behavior to be more collaborative in their action of leading or managing. On another hand, the conclusion can be made that organization Leadership matches with several characteristics of women more than men.

The employees answer in this research about your opinion, which attributes are most suitable for male leaders the answer was near each to gather for men and women, means that some person will be more satisfied with the leadership of men and another one will be more satisfied with the women in the organization.

The researcher suggest for the organization when need to making decision faster for having the men in the leadership position because of they are faster at making decisions. However , the researcher suggestion for that company to need the employees and managers for long term for having the women in the leadership position because of they are more staying in the organization.

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