Leadership style prefrences of successful male and female entrepreneurs

Farwah Ahmad,Kamna Anum, Abdullah Ahmad

Abstract— Despite the fact that large number of studies have been done on leadership, leadership in Micro and SMEs has hardly ever emphasis in research on leadership. As micro and small enterprises are playing very important role in strengthening economy, questions arise about leadership role and practices in these enterprises. In this regard an important factor that is "Gender" cannot be neglected. This factor has a major impact on leadership style. Thus, this paper assesses the leadership style preferences of successful male and female entrepreneurs. The subject used in this study is male and female entrepreneurs running private business.MLQ leadership questionnaire was administered to a sample of 93 participants (52 male and 41 female). Respondents were varying with respect to gender and leadership experience. Chi square (the test of independence) is used to check the independence between gender and leadership style.

Index Terms— Leadership style, Entreprener, Micro, small and medium-sized enterprises (SMEs)

1 INTRODUCTION

SUCESS of any business depends on number of factors but the leadership style of an owner or heads of business plays a vital role as every decision made by him/her effects the subordinates and thus the business. "It is a stable attitude explaining the leader's role, each of leadership style directs to the specific outcome. The leadership styles of the leader influence others to accomplish their goals. So, the leader with effected leadership style will create committed and passionate people in every field." (Mohd Noor, Shamsuddin, & Abdulah, 2013) [1].

In addition, the workforce in business environment is becoming diverse day by day and it is often claimed or assumed that to some extent women lead differently than men. With the help of multifactor leadership theory, gender differences in skills and behaviors can easily be analyzed (Burke & Collins, 2001) [2]. Multifactor leadership theory clearly explained the fact that women lead differently than man. (Bass et al., 1996) [3].

2 STATEMENT OF THE PROBLEM

Globalization, rapid change in technology and competition let companies to improve the core competencies, be flexible, and fast. In this regard micro businesses and Small & Medium enterprises have a key role in providing innovation and strengthening the economic growth of Pakistan. Furthermore, to gain success and to win from competitors requires effective leadership. In addition, the well-being of the company's subordinates also depends on the leadership style followed by leaders. So, the question arises about leadership in enterprise context. Being the need for knowledge about leadership in Micro and Small and Medium enterprise level, this area has hardly ever subjected to empirical research. Most of the research formerly done on leadership context has explored leadership in large organizations and where most managers are male. Current study is aimed to explore that how leadership attributes are exercised in different setting i.e. at Micro, small and medium level having diversification i.e. owned by either male or female entrepreneurs.

The rationale of studying the gender impact on preferred leadership of entrepreneurs is to investigate whether women and men lead similarly and if not, then whose leadership style is more effective men or women as the success of any business depends on leadership style of a leader:

Q. **What is the impact of gender on preferred leadership style among entrepreneurs?**

3 THEORATICAL FRAMEWORK

3.1 Full Range Development Theory

This theory has its roots in the trait and behavioral approaches of leadership theory. It identified eight leadership factors (Avolio, Bass, & Jung, 1999) these factors are explained below. Figure is presenting Model of Full Range Leadership Development Theory.

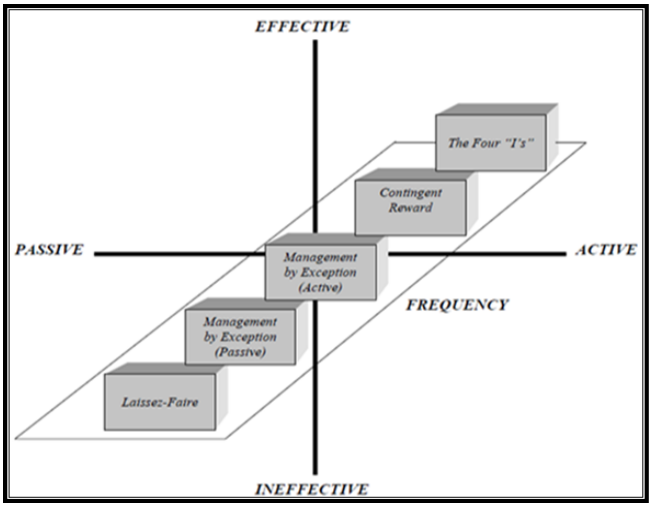

Figure 1: Model of Full Range Development Theory

3.1 Transformational Leadership

3.1.1 Individulized Consideration

In this component leader treat their subordinates on a one-to-one basis and gives them personal attention, coaching and advising. In addition leader create learning environment for their subordinates. (Seltzer & Bass, 1990).

3.1.2 Intellectual Stimulation

In this component leader encourages employees to take initiative and solve old problems from new viewpoints. Leader does not criticize the mistakes of their subordinates, and make them think rationally and intellectually(Seltzer & Bass, 1990).

3.1.3 Inspirational Motivation

In this component, leaders empower their subordinates, provide opportunities to them and give them challenging task. Leader boosts subordinates confidence and performance level by presenting clear and concise vision for the future (Avolio et al., 1999).

3.1.4 Idealized Influence

This component is also called as charisma. It has two sub components Idealized Behavior and Idealized Attribute. In this component leaders follow such behavior that he/she becomes role models for their subordinates. Subordinates have very strong emotions for their leader; they respect and admire their leader (Avolio et al., 1999).

3.2 Transactional Leadership

3.2.1 Contingent Reward

In this component employees have good relationship with their leader. Efforts are recognized by top management. Compensation for extra work done by employees is also incorporated in this component (Avolio et al., 1999).

3.2.2 Management by Exception (Active)

In this component to ensure excellence, a permanent check on workers and middle management is apprehended by leadership(Vecchio et al., 2008).

3.2.3 Management by Exception (Passive)

In such type of management, a leader shows his/her involvement in critical situations.((Vecchio et al., 2008)

3.3 Non-Transactional Leadership

3.3.1 Laissez-Faire

In this component of leadership, sometimes leaders stop following leadership behavior to reduce conflicts and avoid mistakes. Neutral activities to execute minimum job requirement are ideal actions for such leaders((Avolio et al., 1999).

4 Hypothesis

For each of the eight leadership attributes that are explained above, the following null and alternative hypotheses were tested:

1. H_0 (Null Hypothesis): The leadership attribute is not impacted by the entrepreneur's gender.
2. H_A (Alternative Hypothesis): The leadership attribute is impacted by the entrepreneur's gender.

5 Respondents Sample

Multifactor leadership Questionnaire (MLQ) was used for measuring leadership style of both males and females. For each leadership attribute there were four questions. Snow ball sampling technique was used for this study. For this purpose, SMEDA was contacted and asked for reference to the respondents. A total of 150 questionnaires 80 males and 70 females were distributed out of which 91 valid complete questionnaires including 52 males and 41 females were returned. The mean score of male and female respondents is presented below.

Table 1: Respondants Sample

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	52	55.9	55.9	55.9
	female	41	44.1	44.1	100.0
	Total	93	100.0	100.0	

The business size of the respondents where 32.3 percent of the respondents were from the micro sized firms comprising less than 10 employees. 52.7 percent of the respondents were from the small sized firms comprising 10-49 employees. 15.1 percent of the respondents were from the medium sized firms comprising 250 employees.

Table 2: Size of a buisness

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Micro firm	30	32.3	32.3	32.3
	Small firms	49	52.7	52.7	84.9
	Medium firms	14	15.1	15.1	100.0
	Total	93	100.0	100.0	

6 Data Analysis

Quantitative analysis was done to analyze the data. Having bivariate data gender and leadership style, two levels of measurement i.e. nominal to classify males and females and ordinal to rank respondent choices were used. To test the independence or association strength between two variables Chi-square test of association was used.

The procedure of test is as follow.

1. Two hypotheses were set first null hypothesis (H_0) and alternative hypotheses (H_A).
2. Contingency table is drawn for observed frequencies of each leadership component and total is calculated for both rows and columns.
3. Contingency table is drawn for expected frequencies.
   Expected frequency = (Row total x Column total)/Grand total
4. Differences between observed and expected frequencies are summarized using formula
   $X^2 = \Sigma (O - E)^2 / E$
   Where
   O = observed frequencies
   E = expected frequencies
   Then all table's cells are summed
   Test statistics value will vary with respect of difference between observed frequencies and expected frequencies. If the difference between observed and expected frequencies is high, then test statistics will have high value, and the test statistics will have low value if both observed and expected values agree well each other.
5. To accept/reject H_0 in favor of H_A, 5 percent i.e. (having 95 % of confidence) critical value is used using the Chi-Square table.
   The formula to find degree of freedom is
   $V = (r - 1) (c - 1)$
6. Figure below is demonstrating the level of significance $\alpha = 0.05$ (Having 95% of confidence) means the current study have 95% chance to be true. In addition, current study is based on 3 degrees of freedom. Based on shown representation Null hypotheses H_0 will be rejected if the current study chi square statistics X^2 is greater enough i.e. if the P - value < α = 0.05 and Alternative hypotheses H_A will be accepted. Furthermore, Null hypotheses H_0 will be accepted if the current study chi square statistics X^2 is less enough i.e. if the P - value ≥ α =0.05 and other hypotheses i.e. Alternative hypotheses H_A will be rejected.

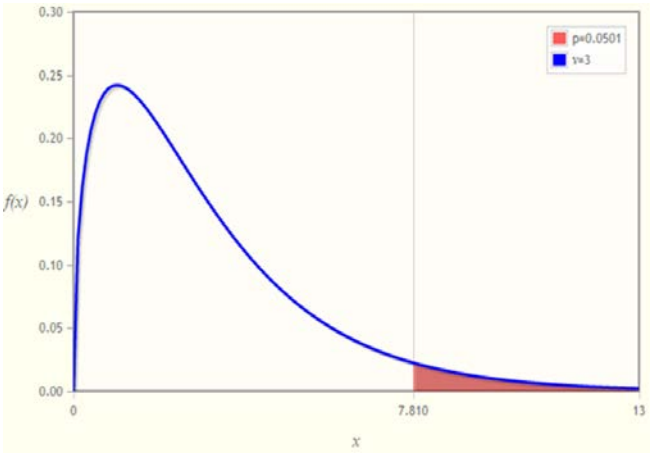

Figure 2: X^2 (Chi - Square) for Significance level α

6 Results and Discussions

6.1 Transformational Leadership

6.1.1 Individulized Consideration

Table 3: Chi Square of Individualized Consideration

Individualized consideration X^2 (3, n = 93) = 1.118687, p < .05										
Observed Numbers			Expected Numbers		Deviation(O-E)		Deviation Squared$(OE)^2$		$(O-E)^2/E$	
Question	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Q15	101	98	106.906	92.093	-5.906	5.906	34.882	34.882	0.326	0.378
Q19	103	91	104.220	89.779	-1.220	1.220	1.488	1.488	0.014	0.016
Q29	137	112	133.766	115.233	3.233	-3.233	10.452	10.452	0.078	0.090
Q31	157	128	153.106	131.893	3.893	-3.893	15.157	15.157	0.099	0.114

Contingency table of 4 * 2 grid is drawn for both observed and expected frequencies. After that calculation of deviation between observed and expected frequencies was done and then these deviations were summarized using chi square which gives the value $X^2 = 1.118687$.Where the degree of freedom V = (r - 1) (c - 1) = (4 – 1) (2 - 1) = 3.After that critical value of 7.81 is calculated from table at 95 % of confidence (α = 0.05).As

1.118687 < 7.81. So, the Null hypotheses H_{01}: The leadership attribute is not impacted by entrepreneur's gender will not be rejected.

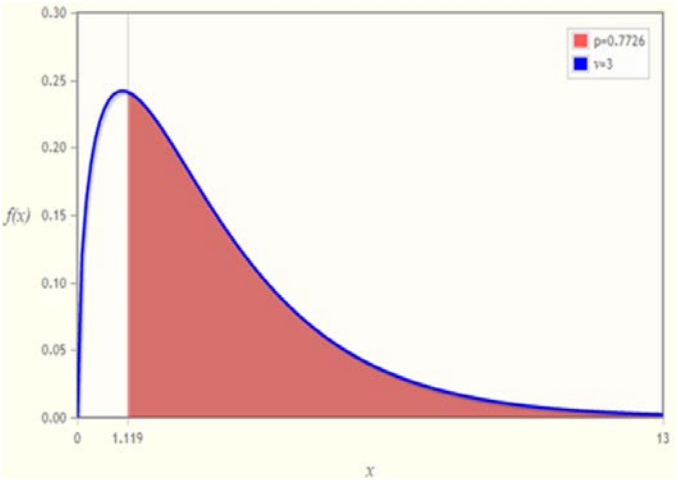

Figure 3:(Chi-Square) Representation of Individulized Consideration

Based on shown representation, having v =3 it is showing that p = Pr [X≥1.119] = 0.7726 so it is evident that 0.7726 > α = 0.05. So Null hypotheses H_{01}: The leadership attribute is not impacted by entrepreneur's gender will not be rejected.

6.1.2 Intellactual Stimulation

Table 4: Chi Square of Intellactual Stimulation

Intellectual stimulation X^2 (3, n = 93) = 0.828527, p < .05										
Observed Numbers			Expected Numbers		Deviation(O-E)		Deviation Squared(OE) ²		(O-E) ²/E	
Question	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Q2	118	109	122.108	104.891	-4.108	4.108	16.882	16.882	0.138	0.160
Q8	137	114	135.018	115.981	1.981	-1.981	3.924	3.924	0.029	0.033
Q30	135	121	137.708	118.291	-2.708	2.708	7.336	7.336	0.053	0.062
Q32	149	119	144.163	123.836	4.836	-4.836	23.390	23.390	0.162	0.188

Contingency table of 4 * 2 grid is drawn for both observed and expected frequencies. After that calculation of deviation between observed and expected frequencies was done and then these deviations were summarized using chi square which gives the value X^2 = 0.828527.Where the degree of freedom V = (r - 1) (c - 1) = (4 – 1) (2 - 1) = 3.After that critical value of 7.81 is calculated from table at 95 % of confidence (α = 0.05).As 0.828527 < 7.81.So, the Null hypotheses H_{02}: The leadership attribute is not impacted by entrepreneur's gender will not be rejected.

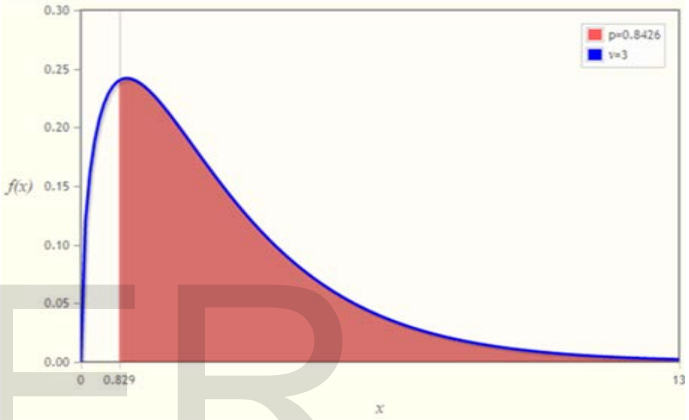

Figure 4: (Chi-Square) Representation of Intellectual Stimulation

Based on shown representation, having v =3 it is showing that p = Pr [X≥ 0.829] = 0.8426 so it is evident that 0.8426 > α = 0.05. So Null hypotheses H_{02}: The leadership attribute is not impacted by entrepreneur's gender will not be rejected.

6.1.3 Inspirational Motivation

Table 5: Chi Square of Inspirational Motivation

Inspirational motivation X^2 (3, n – 93) – 3.965043, p < .05										
Observed Numbers			Expected Numbers		Deviation(O-E)		Deviation Squared(OE) ²		(O-E) ²/E	
Question	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Q9	97	116	108.756	104.243	-11.756	11.756	138.222	138.222	1.270	1.325
Q13	144	120	134.797	129.202	9.202	-9.202	84.691	84.691	0.628	0.655
Q26	116	107	113.862	109.137	2.137	2.137	4.567	4.567	0.040	0.041
Q36	149	142	148.583	142.416	0.416	-0.416	0.173	0.173	0.001	0.001

Contingency table of 4 * 2 grid is drawn for both observed and expected frequencies. After that calculation of deviation between observed and expected frequencies was done and then these deviations were summarized using chi square which gives the value X^2 = 3.965043.Where the degree of freedom V = (r - 1) (c - 1) = (4 – 1) (2 - 1) = 3.After that critical value of 7.81 is calculated from table at 95 % of confidence (α = 0.05).As 3.965043 < 7.81.So, the Null hypotheses H_{03}: The leadership attribute is not impacted by entrepreneur's gender will not be rejected.

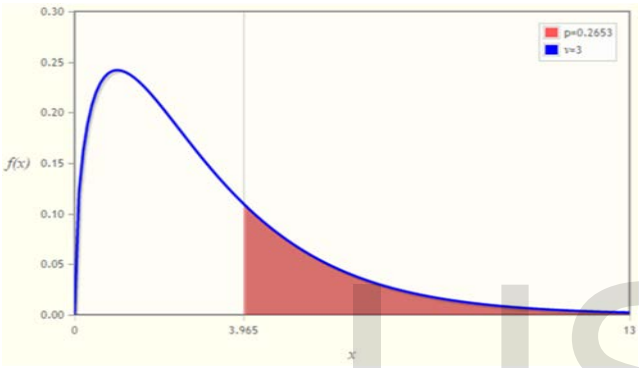

Figure 5: (Chi-Square) Representation of Inspirational Motivation

Based on shown representation, having v =3 it is showing that p = Pr [X≥ 3.965] = 0.2653 so it is evident that 0.2653 > α = 0.05. So Null hypotheses H_{03}: The leadership attribute is not impacted by entrepreneur's gender will not be rejected.

6.1.4 Idealized Influence

Table 6: Chi Square of Idealized Influence

Idealized Influence X^2 (3, n = 93) = 1.209157, p < .05										
Observed Numbers			Expected Numbers		Deviation(O-E)		Deviation Squared(OE) ²		(O-E) ²/E	
Question	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Q6	108	100	107.975	100.024	0.024	-0.024	0.0005	0.0005	5.4E-06	5.83E-06
Q14	125	129	131.855	122.144	-6.855	6.855	46.992	46.992	0.356	0.384
Q23	139	126	137.565	127.434	1.434	-1.434	2.058	2.058	0.014	0.016
Q34	141	123	138.603	128.396	5.396	5.396	29.120	29.120	0.210	0.226

Contingency table of 4 * 2 grid is drawn for both observed and expected frequencies. After that calculation of deviation between observed and expected frequencies was done and then these deviations were summarized using chi square which gives the value X^2 = 1.209157.Where the degree of freedom V = (r - 1) (c - 1) = (4 – 1) (2 - 1) = 3.After that critical value of 7.81 is calculated from table at 95 % of confidence (α = 0.05).As 1.209157 < 7.81.So, the Null hypotheses H_{04}: The leadership attribute is not impacted by entrepreneur's gender will not be rejected.

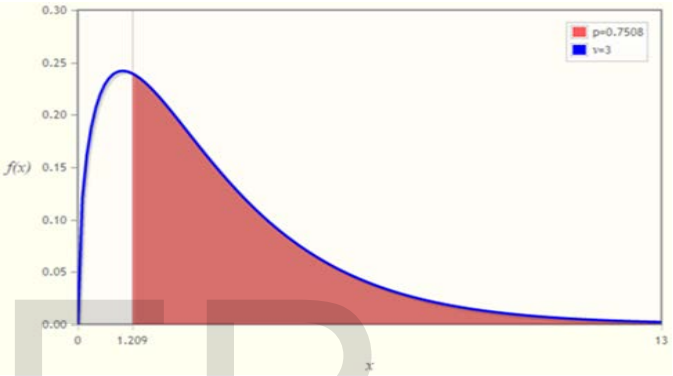

Figure 6: (Chi-Square) Representation of Idealized Behavior

Based on shown representation, having v =3 it is showing that p = Pr [X≥1.209] = 0.7508 Based so it is evident that 0.750809 > α = 0.05. So Null hypotheses H_{04}: The leadership attribute is not impacted by entrepreneur's gender will not be rejected.

6.2 Transactional Leadership

6.2.1 Contingent Reward

Table 7: Chi Square of Contingent Reward

Contingent Reward X^2 (3, n = 93) = 10.5205, p < .05										
Observed Numbers			Expected Numbers		Deviation(O-E)		Deviation Squared(OE) ²		(O-E) ²/E	
Question	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Q1	144	117	140.369	120.630	3.630	-3.630	13.178	13.178	0.093	0.109
Q11	173	119	157.042	134.958	15.957	-15.958	254.657	254.657	1.621	1.886
Q16	101	123	120.470	103.529	-19.470	19.470	379.103	379.103	3.146	3.661
Q35	158	136	158.117	135.882	-0.117	0.117	0.013	0.013	8.75E-05	0.001

Contingency table of 4 * 2 grid is drawn for both observed and expected frequencies. After that calculation of deviation between observed and expected frequencies was done and then these deviations were summarized using chi square which gives the value X^2 = 10.5205.Where the degree of freedom V = (r - 1) (c - 1) = (4 – 1) (2 - 1) = 3.After that critical value of 7.81 is calculated from table at 95 % of confidence (α = 0.05).As 10.5205 > 7.81.So the Null hypotheses H_{05}: will be rejected. And Alternative hypotheses H_{A5}: The leadership attribute is impacted by entrepreneur's gender will be accepted.

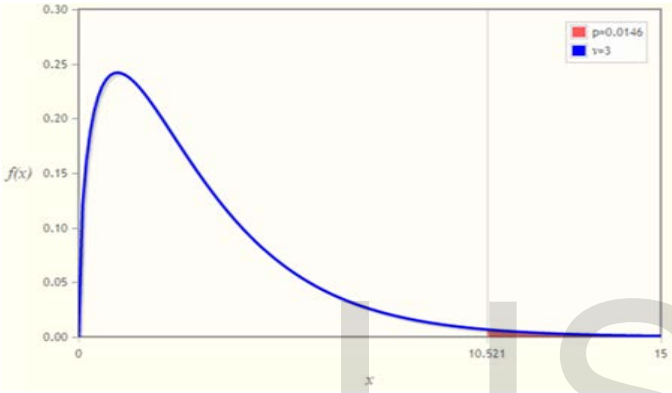

Figure 7: (Chi-Square) Representation of Contingennt Reward

Based on graphical representation, having v=3 it is showing that p = Pr [X≥ 10.521] = 0.0146 so it is evident that 0.0146 < α = 0.05. So, the Null hypotheses H_{05}: The leadership attribute is not impacted by entrepreneur's gender will be rejected. And Alternative hypotheses H_{A5}: The leadership attribute is impacted by entrepreneur's gender will be accepted.

6.2.2 Management by Exception (Active)

Table 8: Chi Square of Management by Exception (Active)

Management by exception (active) X^2 (3, n = 93) = 0.448724, p < .05										
Observed Numbers			Expected Numbers		Deviation(O-E)		Deviation Squared(OE) ²		(O-E) ²/E	
Question	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Q4	143	125	139.880	128.119	3.119	-3.119	9.731	9.371	0.069	0.075
Q22	144	135	145.621	133.378	-1.621	1.621	2.630	2.630	0.018	0.019
Q24	129	125	132.573	121.426	-3.573	3.573	12.768	12.768	0.096	0.105
Q27	143	127	140.924	129.075	2.075	2.075	4.308	4.308	0.030	0.033

Contingency table of 4 * 2 grid is drawn for both observed and expected frequencies. After that calculation of deviation between observed and expected frequencies was done and then these deviations were summarized using chi square which gives the value X^2 = 0.448724.Where the degree of freedom V = (r - 1) (c - 1) = (4 – 1) (2 - 1) = 3.After that critical value of 7.81 is calculated from table at 95 % of confidence (α = 0.05).As 0.448724 < 7.81.So, the Null hypotheses H_{06}: The leadership attribute is not impacted by entrepreneur's gender will not be rejected.

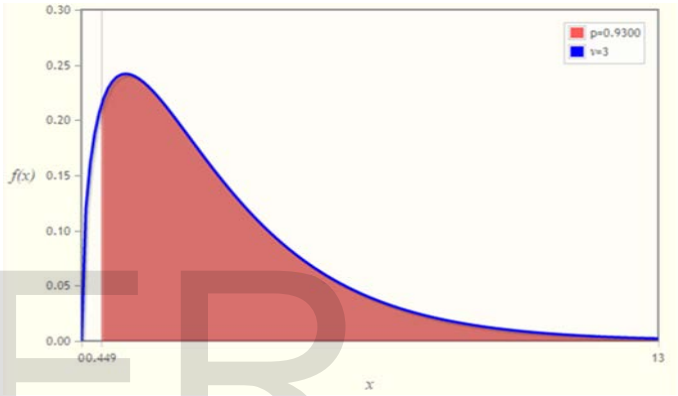

Figure 8: (Chi-Square) Representation of Management by exception(Active)

Based on graphical representation, having v =3 it is showing that p = Pr [X≥ 0.449] = 0.9300 so it is evident that 0.9300 > α = 0.05. So, the Null hypotheses H_{06}: The leadership attribute is not impacted by entrepreneur's gender will be rejected.

6.2.2 Management by Exception (Passive)

Table 9: Chi Square of Management by Exception (Passive)

Management by exception passive X^2(3, n = 93)= 8.853257 , p < .05										
Observed Numbers			Expected Numbers		Deviation(O-E)		Deviation Squared(O-E) ²		(O-E) ²/E	
Question	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Q3	75	50	82.585	42.414	-7.585	7.585	57.536	57.536	0.696	1.356
Q12	67	29	63.425	32.574	3.574	-3.574	12.777	12.777	0.201	0.392
Q17	89	59	97.780	50.219	-8.780	8.780	77.105	77.105	0.788	1.535
Q20	137	51	124.208	63.791	12.791	-12.791	163.628	163.628	1.317	2.565

Contingency table of 4 * 2 grid is drawn for both observed and expected frequencies. After that calculation of deviation between observed and expected frequencies was done and then these deviations were summarized using chi square which gives the value $X^2 = 8.853257$.Where the degree of freedom V = (r - 1) (c - 1) = (4 – 1) (2 - 1) = 3.After that critical value of 7.81 is calculated from table at 95 % of confidence (α = 0.05).As 8.853257 > 7.81.So, the Null hypotheses H_{07}: will be rejected.

And Alternative hypotheses H_{A7}: The leadership attribute is impacted by entrepreneur's gender will be accepted.

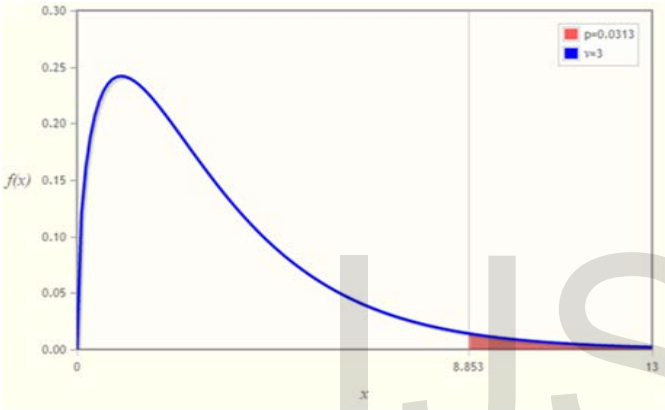

Figure 9: (Chi-Square) Representation of Management by exception (Passive)

Based on shown representation, having v =3 it is showing that p = Pr [X≥ 8.853] = 0.0313 so it is evident that 0.0313 < α = 0.05. So, the Null hypotheses H_{07}: The leadership attribute is not impacted by entrepreneur's gender will be rejected. And Alternative hypotheses H_{A7}: The leadership attribute is impacted by entrepreneur's gender will be accepted.

6.3 Non-Transactional Leadership

6.3.1 Laissez-Faire

Table 9: Chi Square of Laissez-Faire

Laissez-Faire X^2 (3, n = 93) = 10.3828, p < .05										
Observed Numbers			Expected Numbers		Deviation(O-E)		Deviation Squared(OE) ²		(O-E) ²/E	
Question	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Q5	114	32	114.5	31.5	0.5	0.5	0.25	0.25	0.002	0.007
Q7	91	10	79.208	21.791	11.791	-11.791	139.029	139.029	1.755	6.380
Q28	106	35	110.578	30.421	-4.578	4.578	20.965	20.965	0.189	0.689
Q33	147	49	153.712	42.287	-6.712	6.712	45.055	45.055	0.293	1.065

Contingency table of 4 * 2 grid is drawn for both observed and expected frequencies. After that calculation of deviation between observed and expected frequencies was done and then these deviations were summarized using chi square which gives the value $X^2 = 10.3828$.Where the degree of freedom V = (r - 1) (c - 1) = (4 – 1) (2 - 1) = 3.After that critical value of 7.81 is calculated from table at 95 % of confidence (α = 0.05).As 10.3828 > 7.81.So, the Null hypotheses H_{08}: will be rejected.

And Alternative hypotheses H_{A8}: The leadership attribute is impacted by entrepreneur's gender will be accepted.

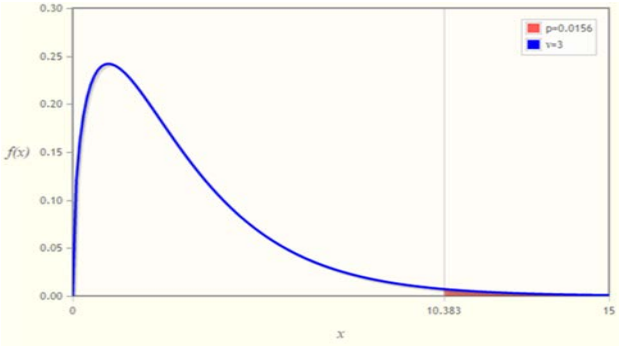

Figure 10: (Chi-Square) Representation of Laissez-Faire

Based on shown representation, having v =3 it is showing that p = Pr [X≥ 10.383] = 0.0156. So, it is evident that 0.0156 < α = 0.05. So, the Null hypotheses H_{09}: will be rejected.

And Alternative hypotheses H_{A9}: The leadership attribute is impacted by entrepreneur's gender will be accepted.

7 Findings and Recomendation

7.1 Findings

The study concludes that both male and female leaders follow transformational leadership style. But gender has an impact on transactional leadership. Thus, contingent reward component and management by exception (Passive) is followed by male leaders whereas female leaders follow management by exception (Active). In addition, non-transactional leadership i.e. Laissez - Faire is also impacted by gender and is followed by male leaders.

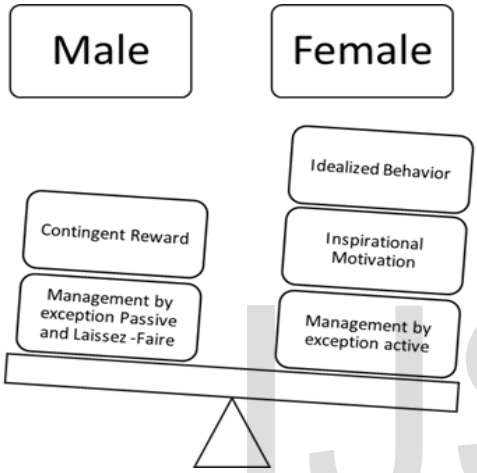

Figure 10: Prefferd Leadership style

7.2 Recomandations

- Transformational leadership can make leaders to select positive strategic orientation for their business. So, both male and female leaders should follow this attribute.
- Innovation process of a business can become more efficient by exercising transactional leadership. Also, contingent reward component of transactional leadership can become an effective behavior in some situation. Female leader should learn from their male counterpart that how to exercise this leadership behavior effectively.
- Laissez-Faire and Management by exception (Passive) can be effective when subordinates are highly skilled, experienced, motivated and have the confidence to do the work at their own.

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