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TITLE OF REPORT

**A COMPARATIVE STUDY OF LEADERSHIP STYLE BY GENDER
(A CASE STUDY OF GOVERNMENT AGENCIES AND STATUTORY BODIES IN KOTA SAMARAHAN)**

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INTRODUCTION

1.1 Introduction

Fortune 500's list of successful companies showed that a majority of the companies are still managed by men. This brings about to the debate as to whether women have achieved the goals set up by Second Wave Feminists, in which the aims include attaining the same economic and social stand with men. A further increment in the number of women taking up the mantle of leadership is most likely to continue in the 21st Century (Davidhizar & Cranner, 2000). The ever growing presence of women in the workspace ever since World War 2 spurred the continuous efforts to probe deeper into the influence of the feminine trait in what was once seen as a masculine domain. This brings a tricky situation into the picture, as the influence of female leadership in a research is most highly debatable. Other than that, the integration of women into the working society did not come smoothly as the popular thoughts then were that women were incapable of assuming the masculine role of leadership, thus highlighting the fact that the inclusion of women as part of leadership is not merely putting a woman to do men's works and tasks but also on the issue of how women capitalize feminists' concept of superiority on certain fields to their advantage, thus creating a form of new female leadership.

The steep increase of female in the working space and also those who assume the role of leadership had given rise to the debate whether there is indeed any difference in how a man leads his organization with how a woman might lead her organization (Cantor & Bernay). Theorist Helgesen argued that the inclusion if

2.1 Literature Review

2.1.1 Introduction to Study of Gender-based Leadership

Despite the fact that scientific evidence have proven to us that women are more capable in organizing, a recent study shows that among 200 of Australia's top companies, on 10.2% are held by women. 42% are companies without a single female executive manager and 47% are without female directors. (McKenzie, Sheridan & Sill, 2005). The stated fact brings up the question whether the condition is affected by the executives' bias against female leadership, or whether there are indeed other explanations.

The Second Wave Feminism in the 80's was launched by Feminists to ensure that women would break the glass ceiling that was made to stifle the growth of women leadership. Feminists argue that there is indeed a form of inherent prejudice against women as leaders. Opponents on the other hand argued that women have yet attain the form of education that men had, and that it's only a matter of time before women are able to catch up.

Thus, for the past few decades there had been a significant rise of interest in the influence of role perception and personal traits of female managers on management performance (Wann-Yih, Lin Chinho and Li-yeuh). The growing presence of women in international arena, particularly in the form of celebrity-executive in the forms of Martha Stewart and Oprah Winfrey, had further motivated the research on the leadership styles of women, particularly to determine if the women have their own ways of leading.

3.1 Research Design

This study is a cross sectional survey. Research demanded for information from respective leaders and workers, divided according to gender. The approach used to accumulated the data was questionnaire survey

3.1.1 Questionnaire Design

Questionnaires were prepared and distributed to our respondents. Questionnaires would consist of two sections, A and B.

Section A would deliberate on the respondents' profiles. On the other hand, Section B would consist questions regarding the Leadership Style. Most of the questions would be in scale form.

3.2 Unit of Analysis

This study addresses the issue of different styles of leadership, as well as the subordinate's satisfactions and discontents. The leaders mentioned are from various Federal and State Agencies and Statutory Bodies located within Kota Samarahan.