**CHAPTER 1: INTRODUCTION**

**1.1 Introduction**

Do you know that you have the leadership in you? Actually, everyone have their own leadership in their self. Even for the women also have leadership in them. For an easy example we can take a mother ask her son to not to do something that can harm himself or ask them to do homework. This is also called leadership. Leadership can be defining as a behaviour or an action of leading a group of people or an organization to do something.

There is no condition that says to become a leader you must be a man. The gender does not affect the leadership in a person at all. It might be, when a woman led the team, they were much better than a man and vice versa. To become a leader, a person must have good criterions that make others trust them to lead the group. The person must have their own credibility to make others to choose you as their leader.

There are many aspects that can be chose as a leader such as good performance in their work done, experience, smart, strict and others. Those characteristics are very important so that the team they will lead will do their best and always follow the order of the leader. However, decision making style is the important thing that a leader should have in them. This is because when the leader needs to decide something, they must know the consequences of their action. Not only decide based on their feeling on what they like or dislike.

**1.2 Background of Study**

Every day, there will always have changes in the any organization or group. Someone will get promoted or got fired from his or her job. But, who will be chose to fill the vacancies, women or men? During the previous years, men have contributed the most manpower in every sector. Nowadays, woman can be a leader based on their ability. The idea of posses the women to be a leader voiced the most critical view. Globalization turned many women strive for senior leadership position in every sector. This can be seen even in our ministry department. We can take Y.B. Senator Dato’ Dr. Mashitah Binti Ibrahim, Deputy Minister in The Prime Minister Department and Y.B. Dato’ Sri Dr. Ng Yen Yen, Minister of Tourism as the example. This has shown that even women can be a leader in any organization.

**1.3 Statement of Problem**

Since development take place drastically in our country, we are now facing a world without barriers. Malaysia is one of the countries that are very facing great advancement, where we can see some of our ministries are among women. The contributions towards the country have convinced us that a woman also can become leader. However, people are still arguing that there are differences in leadership between man and woman.

The roles of women and men automatically influence their style in leadership. In some modern country, they can accept women as a leader but some are not. Even though they have the criteria needed to be chose as a leader but there will be unsatisfied among the workers or friends. The way the leader conduct the situation, manage the schedule of the time work, the way they think will be very different between a leader from neither a woman nor a man. These differences affect the ability of them to conduct some task. From here, we try to figure out which one is the best leader, men or women or both.

**1.4 Research Objectives**

The objectives of this research project are

1. to examine the behaviour from different gender can affect the leadership.
2. to investigate whether the gender have a connection with leadership.

**1.5 Research Question**

1. What is the difference between the leadership styles of women and men?

2. What do you think the criteria needed to be chosen as a leader? Do the gender also one

of the criteria needed.

**1.6 Significance of Study**

From this study, we will know people’s opinion on how women can control an organization when this is happen. Do they will accept it or they want to change their leader with a man? Besides that, we will find out who would be better in organizing and managing their team in finishing their task given. We also can determine the level of confident among people to put a trust in women while conducting some task. In addition, we will know whether women can compete with man in handling some organization.

**1.7 Scope of Study**

The scope of study in this topic is to observe the best gender in leadership. On the other hand, we want to see how the public’s opinion does when women take over some organization. Besides, we want to know who will have the effective leadership among men and women. Apart from that, we will know the attitude between the genders; that will be more concerned and give their best when they need to in their performance in leadership.

The respondents that we had chose mainly among students, employers of government or private sector, and academic learning centre.

**CHAPTER 2 : LITERATURE REVIEW**

**2.1: Introduction**

A literature review is an account of what has been published on a topic by accredited scholars and researchers. In this study, we found four articles that regard to the leadership topic. A literature review is a body of text that aims to review the critical points of current knowledge including substantive findings as well as theoretical and methodological contributions to a particular topic. Literature reviews are secondary sources, and as such, do not report any new or original experimental work.

**2.2: Literature review of Leadership against Gender differences**

Early researches have addressed some of the issues discussed in the gender differences and leadership. This research have been done by William and Best ( 1982) suggested that there are stereotypes exist when male and female are assigned to organize some activities. Researchers have developed ideas for supporting the topic. According to Roach and Behling (1984) “ *Leadership is the process of influencing and organized group toward accomplishing its goal*”. Meanwhile, Eagly and Johnson (1990:255), “*The strongest evidence we obtained for a sex difference in leadership style occurred in the tendency for women to adopt a more democratic or participative style and for men to adopt a more autocratic or directive style. Ninety-two percent of the available comparisons went in the direction of more democratic behaviour from women than men*”. The result of this research suggest that gender influences leadership style. Definitely, leadership among men and women brings a lot of different in every perspective way. In yet another study by Nass and Avolio (1992) “*Druskut (1994) suggest that transformational leadership may be a more feminine style*”. These studies lead to some thoughts provoking ideas, since women have been largely identified as being more transformational, they may in fact, be more accepted as leaders one organizations call for more transformational leaders in coming years.

Other similar studies follow suit, when it was reported that group composition could influence leadership emergence. Bunyi and Andrews (1994) found that “*when males were in majority, they will emerged as leaders 100% of the time”*. Meanwhile, when females in majority females did leaders but not beyond the expectations one would have the basis of chance. In contrast, Scheiner and bartol (1980) observed that the likelihood that a female would emerged as a leader did increase as the number of women in the group increased.

Based from Atler N.J (1993) “Women’s leadership style is, at this point different from men’s but men can learn from an adopt women’s style and use it effectively as well”. In other word, effective leadership is not the exclusive domain of either gender and both can learn from other. The irony of the learning deserves mention when women attempt to prove their competence ‘by acting like men’ there are considered to be less than women.

“ *Men are marked out from the moment of birth to rule or be ruled*”, by Aristotle means that men are born to lead and women’s place is as best, by his side, never in front, is becoming harder and harder to accept and defend in the modern area. From the days of old to the modern era, many people gave opinion that men are the one that destined to lead women no matter how well prepared the women is.

We are facing a huge influx of women into the workforce. Researchers have been studying the gender differences based from the increase of women workforce. According to the Adler and Izraeli [1988], *there are basically two contrasting views regarding women in management. The equity view assumes similarity between male and female contributions and strives to provide equal access and identical norms for men and women*. Both of the gender giving their best in doing a jobs. They may have their own ability to achieve their aim. Their contributions also influenced by the gender. The increase in female entry into leadership ranks has been accompanied by an increase in social science research on the topic of sex/gender and leadership. *The related empirical issues are numerous and varied, from differences in career guidance, to pay equity, to work–family conflict, to mentoring and workplace romance* [(Bass, 1990)](http://www.sciencedirect.com/science/article/pii/S104898430200156X" \l "ref_BIB11)and [(Hooijberg & DiTomaso, 1996)](http://www.sciencedirect.com/science/article/pii/S104898430200156X" \l "ref_BIB77).

Females and males differ in displayed behaviour. The answer of course is that, in the aggregate, *the sexes do differ with respect to social actions* [(Archer, 1996)](http://www.sciencedirect.com/science/article/pii/S104898430200156X" \l "ref_BIB4), [(Eagly, 1995)](http://www.sciencedirect.com/science/article/pii/S104898430200156X" \l "ref_BIB36)and [(Eagly & Wood, 1999)](http://www.sciencedirect.com/science/article/pii/S104898430200156X#ref_BIB45).*Men have been found to be somewhat more self-assertive, aggressive, and coarse in their manner and language than women. Females, in contrast, have been found to be more expressive of emotion and compassion (although also quite capable of behaving aggressively;* [(Chesler, 2001)](http://www.sciencedirect.com/science/article/pii/S104898430200156X" \l "ref_BIB29)and [(Simmons, 2002)](http://www.sciencedirect.com/science/article/pii/S104898430200156X" \l "ref_BIB154)).

In conclusions, from the summary of the articles chosen, we found that men and women differ in their behaviour in leadership. However, the above studies did not mention any respond of who will be better leader. Researchers have also reported that each of the gender may bring advantages and disadvantages when having a leadership. We also found that both gender have difference evaluation and effectiveness in leadership. As such, more studies are needed to address this concern.

**CHAPTER 3: METHODOLOGY**

**Introduction**

In this chapter, details about methods that we used to conduct the investigation on gender differences and leadership in Universiti Malaysia Pahang will be discussed. This chapter consists of participants’ background, data collections, data analysis and types of questionnaire that we used to.

**3.1 Participants**

A survey was conducted among adults by the age 18 to 30 years old which are came from students, government and private sectors in UMP. 30 students are selected randomly from various courses and faculty which are FIST, FSKKP, FSKA, FKPPT, and FKKSA. Five respondents from each faculty were randomly selected for the questionnaire. The questionnaire will distribute at common areas on campus such as at the cafeteria, hostel and office.

**3.2 Data Collection Method**

The data collection method that we used in this survey was aimed at investigating gender differences and leadership in UMP. The instruments that we used in data collection are survey questionnaire and observations.

**3.2.1 Survey Questionnaire**

The questions that we distributed as a source of primary data to investigate the gender differences and leadership. The questionnaire consists of twenty-one questions. The questionnaire consists of three sections which are close-ended, dichotomous and scale questions. The close-ended questions are choosing because they are quick and easy to answer. Besides that, they are easily to analyze and interpret. Dichotomous questions are the type of questions that offers two choices and can only have one answer. Scale questions are used to gauge the accuracy of opinion, feeling or reactions. The scale question that we used for is Likert scaling. It is because it can measure the extent of respondents’ attitude on a particular topic. There are five levels of intensity and asked to indicate how much they strongly agree or agree, don’t know, strongly disagree or disagree.

**3.2.2 Observation**

Observations were conducted to observe which gender have a more leadership attitude in class or office. The observation also conducted when discussion or meeting in group. This survey takes time about two weeks. The time for observations was fixed from 8.30 a.m. to 4.00 p.m. During the observation, group member will observed which gender is more active and have a leadership attitude in their group.

**3.3 Data Analysis**

All the data obtained from the survey questionnaire and observation will analyzed from data collection. It will be analyzed by using Microsoft Excel spreadsheet.

Step 1

Each question in the questionnaire is numbered in the following order according their section. It is to make sure the questionnaire can be easily identified.

Step 2

For each type of question it is an independent variable. This is to differentiate the frequency for each choice.

Step 3

All data or answers are obtained from the questionnaire will transferred and arrange in

the Microsoft Excel spreadsheet

Step 4

Next, frequency is counted and the percentage of the data is calculated in the summary sheet.

Step 5

The final stage is all the information is collected and tabulated for easy references.

**CHAPTER 4: RESULT AND DISCUSSIONS**

**4.1 Introduction**

This chapter presents an analysis of all data collected and a summary of the results. The findings presented in the chapter are based on the main instrument that is student’s questionnaire. This instrument is considered significant in this study. The data will be presented and discussed in connection to the research questions.

**4.2 Analysis of Data**

The information used in this study was taken from the questionnaires responded by 30 students from various faculties of University Malaysia Pahang. The questionnaires were divided into three parts. First part focused to collect information about their personal details such as their gender, faculty, year of study and age. Second and third part focused on questions that related with the survey topic. There were 26 questions to be answered.

The data was analyzed by using percentage score. Once the percentage score obtained, it will be shown in chart form so that we can analyze the results more effectively. By using this method, the finding will be analyzed and interpreted effectively to lead to conclusion followed by recommendation.

1. **Gender that will be creative in completing the task given to them.**

Figure 4.1 The more creative gender in doing the task.

The pie chart shows the gender that will be more creative in completing the task given. There are men and women options.

37% of the result showed that men are more creative in completing the task. Meanwhile, 63% agreed that women are more creative on completing the task. Most of them agreed that women are more creative because women will do their work in detail and make sure the work is done in a highest quality.

This finding is similar to Atler (1993). The researcher found that, women’s leadership styles different from men as women have efficient styles which a man can adopt and learn from women’s styles.

Based from the result, it shows that women are more creative in doing the tasks. This is because women are more precise or strict in doing their work. They will struggle hard to ensure that their own works are more qualified. Despite, men, whom are cool and gentlemen tend to do their work in a relaxing environment. Some of them will not look for any tiny problem and just ignore it, thus, the work produced is not perfect enough.

Therefore, women are more creative and alert to the surrounding. They are also more prepared in doing any tasks.

1. **Best meaning for leadership**

Figure 4.2 Best meaning for leadership

The pie chart presents the best meaning for ‘leadership’. They are the action of leading group of people or an organization, the action of order people to do work and ask people to do work for them.

77% answered that leadership is the action of leading group of people or an organization. 23% answered that leadership is the action of order people to do work. No one answered leadership is asking people to do work for them.

Most of them can answer it accurately because they are clear enough with the meaning of leadership. This finding is similar to Roach and Behling (1984). They found that leadership is the process of influencing and organized group toward accomplishing its goal. Nevertheless, some of them answered wrongly. This is because they do not understand well the meaning of leadership.

This is true that leadership is an action of managing a group of people.

1. **Different sex affect the different leadership style**

Figure 4.3 Opinions on whether different sex affects the different leadership style.

The pie chart shows the opinion of some people that biological sex proving unlikely determinant of the different leadership styles. There were the range scale of opinions that are strongly agree, agree, don’t know disagree and strongly disagree.

17% strongly agree with the statement and 23% agree about that. Besides, 53% answered don’t know. 7% and 0% answered disagree and strongly disagree respectively.

40% are strongly agreed and agree, maybe because they are quite influenced by science facts. 53% shows that they do not know the facts or maybe because they are not clear with the question. Least of them answer they do not agree. This is because they believe that leadership is a spirit that built up by a person and not naturally gifted.

23% agree and have the same thoughts with Eagly and Johnson (1995).This may be they have observed the behaviour of leadership between this two genders. The researchers found that, sexes do differ with respect to social actions.

Some personality traits may lead people naturally into leadership roles. This is true according to the Trait Theory. Trait Theory assume that people inherit certain qualities and traits that make them better suited to leadership. Trait theories often identify particular personality or behavioural characteristics shared by leaders.

We can conclude that leadership is a trait that inherits from an individual. People with this kind of advantage can polish it well if they realise their ability.

1. **Opinions on men are supposed to be a leader**

Figure 4.4 opinions on men are supposed to be a leader

The pie chart represents the scale for opinions on men are destined to lead and women will serve as followers. The pie chart scale from strongly agree, agree, don’t know, disagree and strongly disagree.

About 7% strongly agree and 34% agree with this statement. Whereabouts 23% of them disagree and 13% of them strongly disagree. Somehow, 23% do not know or not sure with the statements. Majority are agreeing because they maybe believe that men can be a good leader. Nowadays, men are more involved in managing a company. Datuk Tony Fernandez is one of the excellent men leader that can managed Air Asia Company and bring it to the world.

Some of them disagree because they might think that women can also good enough and can manage some work. Taking an example of the Governor of Bank Negara, Y.A.B Datuk Zeti Akhtar Aziz, whereby, she managed to control the economy of Malaysian. The rest do not know because they are not sure which gender can be good in leadership. They are confused to choose either one of them

Majority of the respondents agreed with the statement that, men are supposed to be a leader. This is similar with the quote by Aristotle that “Men *are marked out from the moment of birth to rule or be ruled*”. This means that men are born to lead and women’s place is as best, by his side, never in front, is becoming harder and harder to accept and defend in the modern area.

In conclusion, many people agreed that no matter how well prepared and qualified the women, she will always be the followers to the men.

1. **Behaviour of gender in leadership**

Figure 4.5 Behaviour of gender in leadership

The pie chart above represents the opinions of people whether there is a difference in leadership between male and female.

The result obtained is, 63% agreed and support that there is a different between male and female in managing their team. The percentage of people said that there is no different between leadership in both gender is 37%. Majority supported well, because they are experienced working with the two gender and can see the differences that exist. The rest did not agree because they are not experienced yet working with both genders. They might only working under a gender only.

This result is similar with the study by [Chesler and Simmons (2001)](http://www.sciencedirect.com/science/article/pii/S104898430200156X#ref_BIB29). They found that, men have been found to be somewhat more self-assertive, aggressive, and coarse in their manner and language than women. Females, in contrast, have been found to be more expressive of emotion and compassion.

Obviously, there are many differences between males and females in their leadership style. This has come into a result that, they will produce different quality of output.

**CHAPTER 5: CONCLUSION AND RECOMMENDATIONS**

**5.1 Introduction**

This chapter contain summary of finding, limitations of the study, recommendations for further study and conclusion remarks of our research.

**5.2 Summary of Findings**

Our research are completed and have achieved the objective of the research which are to examine the behaviour from different gender can affect the leadership and to investigate whether the gender have a connection with leadership. Our respondents consist of students from various courses and faculty, government sector and private sector in UMP.

It is important to examine the behaviour from the different gender can affect the leadership because every gender can adopt a more participative and directive style. Leadership among men and women brings a lot of different in every perspective way.

**5.3 Limitations of the Study**

During our research, we face some limitations to get information about our survey. This limitation that we face is not getting enough cooperation from the respondents. They do not get serious to answer the questionnaire. The second limitation is limited source of references. We do not have enough article or journal about our research to prove in literature review. However, we do not have enough time to search article and to complete our research due to other tasks, assignments, quizzes and test. The other limitation that we have is no source of money to print out the questionnaire. We have to photocopy our research questionnaire for 20 cent per paper which is quite expensive.  
  
**5.4 Recommendation for Further Research**

Based on the results that we get, we would like to suggest some recommendation to those who are going to conduct the research later. First recommendation that we suggest is we should asking cooperation to those respondents that are seriously want to help to answer the questionnaire. Although we are student which are busy with other task, assignments, quizzes and test, we should focus more on time management. We should arrange our time very well to complete this research on time. The third recommendation is we should ensure that the financial is enough to print out the questionnaire. We also suggest for the future study should use more way to find the primary sources of articles. For further study, hopefully we can improve ourselves in doing another research on time and overcome all the limitations.

**5.5 Conclusion Remarks**

As a conclusion, our survey has achieved the goal of the objectives by doing the survey with different method such as distributed the questionnaire to the respondents. The objectives are to find out which gender behaviour can affect and have a connection with leadership. The respondents are able to give their best opinions or answer due to our research. It means we are able to achieve our research objectives and answered the research questions. Finally, we manage our research successfully on time.

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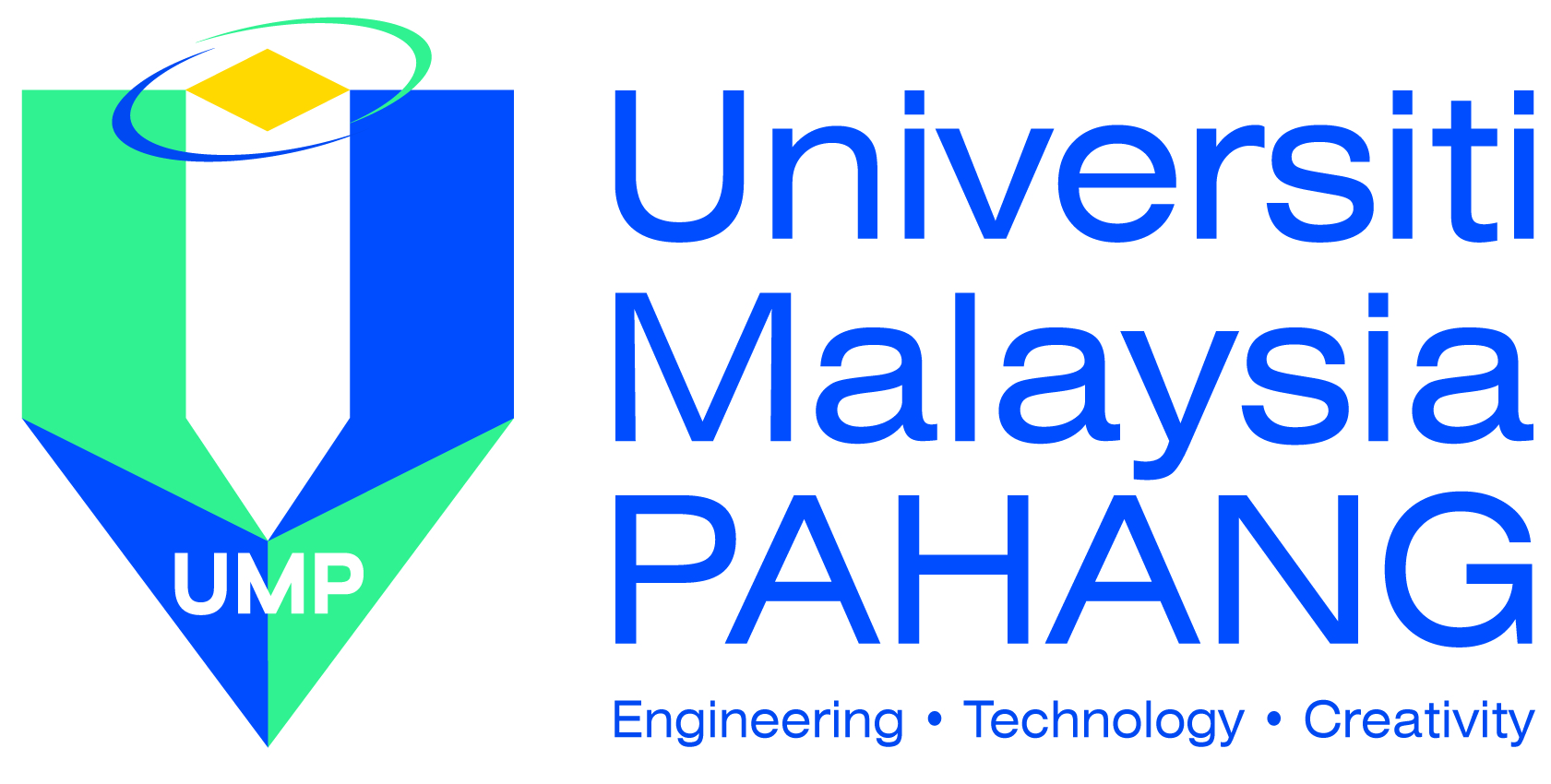
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**Appendix**

1. **SAMPLE OF QUESTIONNAIRE**

****

**Questionnaire**

**This questionnaire is distributed in order to investigate the gender differences and leadership.**

**Demographic**

**Tick one for the answer.**

Gender : Male ( ) Female ( )

Age : 18-21 ( ) 22-25 ( ) 25-30 ( )

Occupation : Student ( ) Government Sector ( ) Private Sector ( )

|  |  |
| --- | --- |
| FIST |  |
| FKASA |  |
| FKKSA |  |
| FSKKP |  |
| FKPPT |  |

Faculty :

**Section A: Opinions on better leadership**

Tick one for your answer with (√)

|  |  |  |
| --- | --- | --- |
| Question | Men | Women |
| 1) Who is the leader in any organization that you are involved with in UMP? |  |  |
| 2) Who will give more commitment when they need to complete the task given? |  |  |
| 3) Who will be more creative in complete the task given to them? |  |  |

1. Male and female leaders behave differently in managing their task based on?

Task accomplishment style ( )

Interpersonal style ( )

Decision-making style ( )

All of the above ( )

2. Which is the best criterion needed to be a leader in an organization?

( ) strict ( ) experienced

( ) smart ( ) all of the above

3. How does a leader in an organization that you involved in UMP is selected?

( ) vote

( ) based on their appearance

( ) based on their performance

4. Which of the following is the best meaning for “leadership”?

( ) the action of leading group of people or an organization

( ) the action of order people to do work

( ) ask people to do work for them

Tick ONE for your answer

Question yes no

|  |  |  |
| --- | --- | --- |
| Do you think a woman can be a good leader in leading a certain team to finish the task given? |  |  |
| Does your faculty encourage women to develop their leadership skills? |  |  |
| Do male and female leaders behave differently in manage their team? |  |  |
| Do you believe that a woman can be as good leader as a man in conducting a team? |  |  |
| Do you think different gender should have a different type of leadership training? |  |  |

**Section B: Leadership Style**

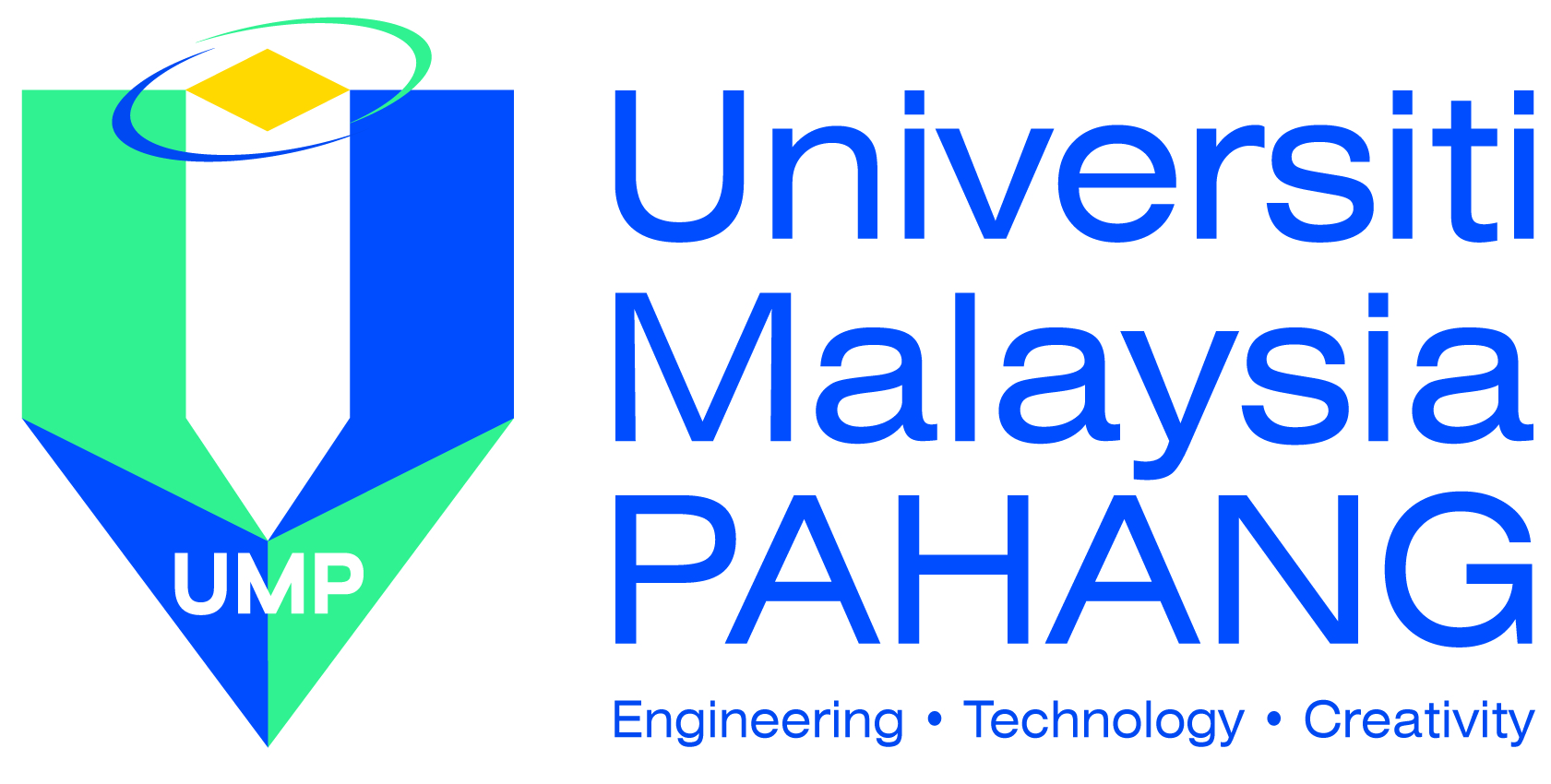
Tick ONE for your answer.

|  |  |  |  |
| --- | --- | --- | --- |
| Question | True | False | Not sure |
| 1. Culture elements can affect the gender-appropriate behaviour in leadership styles? |  |  |  |
| 2. Women leadership style, described as more friendly, pleasant and social sensitive compared to male leaders. |  |  |  |
| 3. Males have achieved many more leadership positions than women. |  |  |  |
| 4. Women have better social skills than male. |  |  |  |
| 5. Males are more independent and have a creative and strategic plan than female. |  |  |  |

**Section C: Factors Affect Leadership**

Please put (√) on only ONE answer.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Item | 1  Strongly Agree | 2  Agree | 3  Don’t  Know | 4  Disagree | 5  Strongly  Disagree |
| Relationship between intelligence and leadership effectiveness may have to do with how stress affects leader-subordinate interactions |  |  |  |  |  |
| Male leaders will emphasize work facilitation to a greater extent than female leaders. |  |  |  |  |  |
| Biological sex proving an unlikely determinant of the different leadership styles. |  |  |  |  |  |
| Many are still of the opinion that men are the ones who are destined to lead, and women, no matter how prepared or qualified, will serve as followers for most of their lives. |  |  |  |  |  |
| A woman has a better attitude in leadership. |  |  |  |  |  |

**B : QUESTIONNAIRE WITH VARIABLES**

**Questionnaire**

**This questionnaire is distributed in order to investigate the gender differences and leadership.**

**Demographic**

**Tick one for the answer.**

1 2  
Gender (V1) : Male ( ) Female ( )

Age (V2) : 18-21 (1) ( ) 22-25 (2) ( ) 25-30 (3) ( )

Occupation (V3): Student(1) ( ) Government Sector(2) ( ) Private Sector(3) ( )

|  |  |
| --- | --- |
| FIST(1) |  |
| FKASA(2) |  |
| FKKSA(3) |  |
| FSKKP(4) |  |
| FKPPT(5) |  |

Faculty (V4) :

**Section A: Opinions on better leadership**

Tick one for your answer with (√) 1 2

|  |  |  |
| --- | --- | --- |
| Question | Men | Women |
| 1) Who is the leader in any organization that you are involved with in UMP? (V5) |  |  |
| 2) Who will give more commitment when they need to complete the task given? (V6) |  |  |
| 3) Who will be more creative in complete the task given to them? (V7) |  |  |

1. Male and female leaders behave differently in managing their task based on? (V8)

Task accomplishment style ( ) (1)

Interpersonal style ( ) (2)

Decision-making style ( ) (3)

All of the above ( ) (4)

2. Which is the best criterion needed to be a leader in an organization? (V9)

( ) strict (1) ( ) experienced (3)

( ) smart (2) ( ) all of the above (4)

3. How does a leader in an organization that you involved in UMP is selected? (V10)

( ) vote (1)

( ) based on their appearance (2)

( ) based on their performance (3)

4. Which of the following is the best meaning for “leadership”? (V11)

( ) the action of leading group of people or an organization (1)

( ) the action of order people to do work (2)

( ) ask people to do work for them (3)

Tick ONE for your answer.

1 2

Question yes no

|  |  |  |
| --- | --- | --- |
| Do you think a woman can be a good leader in leading a certain team to finish the task given? (V12) |  |  |
| Does your faculty encourage women to develop their leadership skills? (V13) |  |  |
| Do male and female leaders behave differently in manage their team? (V14) |  |  |
| Do you believe that a woman can be as good leader as a man in conducting a team? (V15) |  |  |
| Do you think different gender should have a different type of leadership training? (V16) |  |  |

**Section B: Leadership Style**

Tick ONE for your answer.

1 2 3

|  |  |  |  |
| --- | --- | --- | --- |
| Question | True | False | Not sure |
| 1. Culture elements can affect the gender-appropriate behaviour in leadership styles? (V17) |  |  |  |
| 2. Women leadership style, described as more friendly, pleasant and social sensitive compared to male leaders. (V18) |  |  |  |
| 3. Males have achieved many more leadership positions than women. (V19) |  |  |  |
| 4. Women have better social skills than male. (V20) |  |  |  |
| 5. Males are more independent and have a creative and strategic plan than female. (V21) |  |  |  |

**Section C: Factors Affect Leadership**

Please put (√) on only ONE answer.

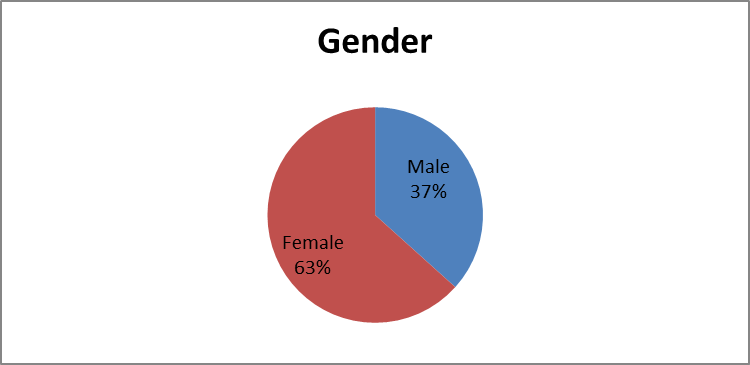
|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Item | 1  Strongly Agree | 2  Agree | 3  Don’t  Know | 4  Disagree | 5  Strongly  Disagree |
| Relationship between intelligence and leadership effectiveness may have to do with how stress affects leader-subordinate interactions  (V22) |  |  |  |  |  |
| Male leaders will emphasize work facilitation to a greater extent than female leaders.  (V23) |  |  |  |  |  |
| Biological sex proving an unlikely determinant of the different leadership styles.  (V24) |  |  |  |  |  |
| Many are still of the opinion that men are the ones who are destined to lead, and women, no matter how prepared or qualified, will serve as followers for most of their lives.  (V25) |  |  |  |  |  |
| A woman has a better attitude in leadership.  (V26) |  |  |  |  |  |

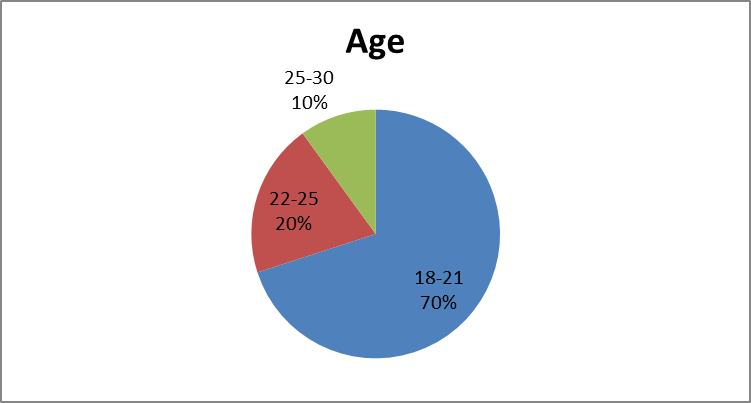
**C) CODING SHEETS**

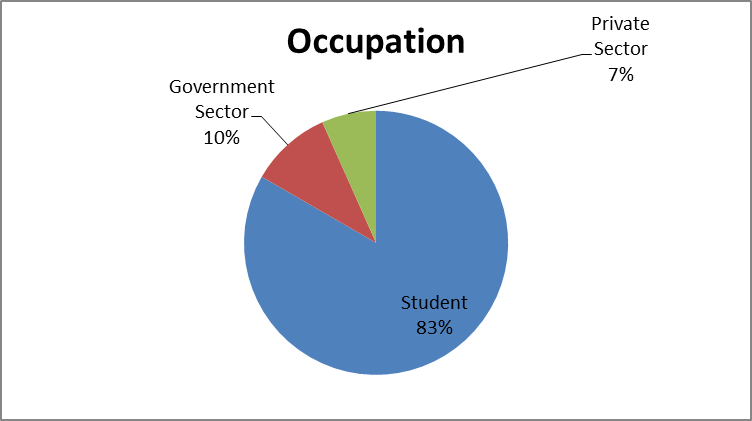


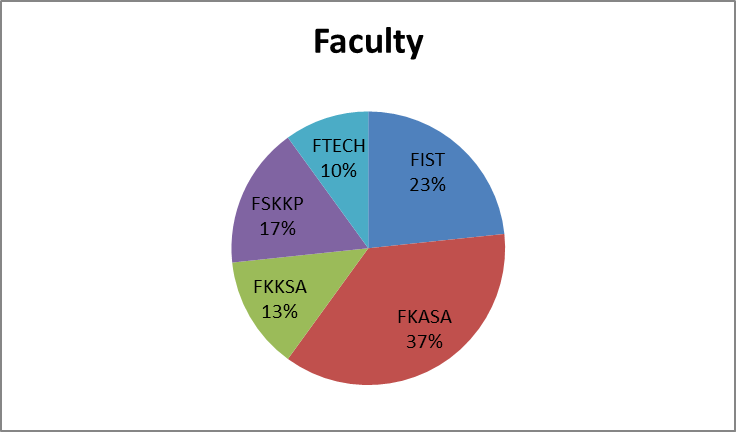


**D. GRAPH**

V1: Gender

V2: Age

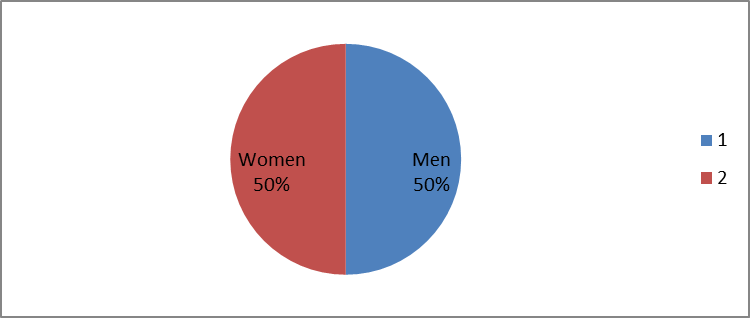
V3: Occupation

V4: Faculty

**SECTION A : Opinions on better leadership**

V5: Leader at any organizations that you are involved in UMP.

V6: Who will give more commitment in completing task?



V7: Who will be more creative in completing task given?

V8: Male and female leaders behave differently in managing their task based on?

V9: Best criterion needed to be a leader

V10: How does a leader in UMP selected?

V11: Best meaning of leadership

V12- Do you think a woman can be a good leader?

V13- Does your faculty encourage women to develop their leadership skill?

V14- Do female behave differently in manage their time than male?

V15-Do you believes that a woman can be a good leader as a man in conducting a team?

V16-Do you think different gender should have a different type of leadership training?

V17: Culture elements affect gender behaviour

V18: Women leadership more friendly, pleasant and social sensitive compared to male

V19: Males have achieved many more leadership positions than women

V20: Women have better social skills than male

V21 : Males more independent, have a creative and strategic plan



V22: Leadership influenced by intelligence

V23: Male leader emphasize work better than female leader

V24: Biological sex proving an unlikely determinant of the different leadership styles.

V25: Men are the one who are destined to lead, an women will serves as followers

V26: A woman has better attitude in leadership