

# Women's Leadership Styles in Private Sector in Jordan

Basil Alzougool, Khadiga Elbargathi, Hiba Habib, Basma Khalaf, and Dima Al-Qutub

**Abstract**—There has been a shortage of relevant studies concerning women leadership styles in private sector in Jordan in particular. The aim of this study was therefore twofold: (i) to identify the different leadership styles of women in the private sector in Jordan and (ii) to identify if there are differences between men and women leadership styles in private sector in Jordan. A quantitative study (questionnaire with 352 employees) was conducted in order to achieve the study objectives. The results showed that women in private sector in Jordan frequently displayed various leadership styles as perceived by their followers such as Idealized influence (attribute), and Inspirational motivation styles. Some other styles were displayed fairly often such as Contingent reward, Intellectual stimulation and Idealized influence (behavior). Moreover, the study found that there was a significant difference between women and men in two styles the transformational and the passive avoidant. Several recommendations were suggested based on these findings that may improve the effectiveness of women leadership in private sector.

**Index Terms**—Jordan, leadership, women, private sector, managers.

## I. INTRODUCTION

The previous years have seen a huge growing focus on women leadership, due to the fundamental gains women have made in the workplace. There had been several definitions for leadership; leadership is a complex phenomenon that touches on many other important organizational, social and personal processes. It depends on a process of influence, whereby people are inspired to work towards group goals, not through coercion, but through personal motivation [1]. In this study, the authors adopted the definition of [2] where they defined leadership in general without focusing on a particular area such as value or service or servant.

There has been a growth in the women holding senior and leading positions around the world in comparison with previous years. For example, [3] stated that 51 % of senior management positions were held by women in China. This increasing rate can be seen in other countries as well e.g., Japan (7%), United Arab Emirates (11 %), and Netherlands (11 %). Jordan enhances the role of women and the importance of their presence in all sectors e.g. (political, social and economic life). In this regards, 25% of the

municipal council's seats were allocated for women in Jordan since 2010 [4]. In 2012, the women leadership positions in Jordan comprised around 9.7% of the executive chamber and 33% of the professional unions [5].

Much has been written about different leadership styles of managers of different genders in the world in general and in Jordan in particular (e.g. [6]-[10]). However, little have been devoted to focus on women's leadership styles in particular especially in Jordan. In this study; a leadership style is defined as "relatively stable patterns of behavior displayed by leaders" [11]. Having a good leader nowadays is considered to be one of most enterprises and company goals, to the best of our knowledge, identifying the leadership styles of women in the private sector in Jordan hasn't largely been overlooked in previous literature. Therefore this study represents a humble contribution to the field. This study will also be beneficial to the managers in the private sector, because many problems arise only from the leader's attitude displayed to his/her employees. Hence and in order to enhance the company's performance, different types of leaderships should be adopted. The study therefore aims at achieving the following two objectives:

- To identify the different leadership styles of women in private sector in Jordan.
- To identify if there are differences between men and women leadership styles in the private sector in Jordan.

## II. LITERATURE BACKGROUND

Extensive research has explored leadership from various perspectives. The early studies of leadership, (from the 1900s to the 1950s) have made a distinction between the characteristics of the leader and the characteristics of the followers. Then, researchers have begun to discuss the effect of the situation on the various leaders' skills and behaviors [12]. Research has also distinguished between effective and non-effective leaders and explored the leaders' behaviors and skills [13]. Moreover, researchers (e.g., [12] and [14]) have used the contingency theory to scrutinize the relationship between personalized features, circumstantial changes, and effectiveness of the leader. Furthermore, researchers have explored the interaction between leaders and their followers concluding that the leaders' traits, skills and behaviors are combined and applied to form what so called the leadership style [15]. In addition, a numerous number of theories have addressed different leadership styles. However, the most prominent three styles that have been studied and discussed in the literature are the transformational, the transactional and the laissez faire styles (which were investigated in this study).

Reference [16] concluded that transactional and transformational leadership styles were the lower and upper boundary of the leadership continuum. In 1985, Bass

Manuscript received December 19, 2014; revised May 5, 2015.

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developed a transformational and transactional leadership model, referred to in more recent publications as the “full range leadership model” [17]. Various studies (e.g., [18]) have supported the differentiation between transformational (dynamic change in cultural values) and transactional leadership (leader-follower exchange of rewards/threats for compliance). The experience and background of the leaders are playing an important role in displaying the appropriate leadership style, which constitute a combination of their beliefs, ideas, norms, and values [19], [20]. Recently, organizations have started forming leadership teams, where each team member contributes when needed. Contributions normally are carefully assigned to produce effective performance.

In the transformational leadership style, the followers normally would carry trust, admiration, loyalty and respect towards the leader. Therefore, the followers become motivated to exceed what they were originally expected to perform [21]. The leaders who have this leadership style motivates their followers to think critically and seek new ways to approach their jobs correctly, resulting in intellectual stimulation [22]. Reference [6] has explored the transformational leadership style among managers in the Jordanian banks and how it impacts the satisfaction and the self-perceived performance of the employees. The study found that in order to get efficient degree of satisfaction among the employees of the bank, the leaders need to display transformational and transactional styles at the same time. Reference [7] has also examined the leadership styles of the managers in the petroleum field in Jordan and determined how these styles affect the performance outcomes and satisfaction. The results showed that the leaders in the petroleum field, demonstrate transformational leadership style more frequently than transactional leadership style.

In the transactional leadership style, the leader aim is both to ensure that all followers are clearly understand how to achieve the goals of the organization, and to encourage and motivate the followers to fulfill the desired goals [23]. In this regard, [8] has examined the leadership styles and their impact on the knowledge management implementation in Jordanian organizations. The study found that Jordanian managers showed more inclination towards transactional than transformational leadership style. Moreover, [10] examined females leadership style in Arab countries. The study found that Arab females leaders frequently displayed the transformational style more than Arab males do, while the males leaders in the Arab countries frequently behaved the transactional style and the Laissez-faire rather than females leaders do.

The third leadership style is the laissez-faire; the strategy of leader here is to let the followers to work on their own without any interference as the leaders believe in the freedom of the choice for their followers. The basis for this style of leadership has two aspects: (i) a strong belief about the followers' knowledge of their jobs and their tasks they are expected to best achieve, and (ii) the leaders may be in political, election-based positions where they may not wish to utilize their power or control for fear of not being reelected again [24]. Therefore, the leaders provide minimal information and resources to their followers. There is

virtually no participation, involvement, or communication within the workforce, but on the other hand, understanding the job requirements, policies, and procedures are generally left to be exchanged from employee to employee [25].

The gender of the leader plays an important role as they differ in the way they act, communicate and influence their followers. Women’s leadership role prove that effective leadership does not come from a single mold, they have demonstrated using the method of command and control over others in the leadership and traditional styles for men [26]. Women face specific challenges as they aim for leadership positions and undertake leadership roles, these challenges could be double burden with confidence and the disadvantaged from perceptions and stereotypes. The majority of women are making their path to senior management using the skills, and the attitudes they have [27]. In this regards, [28] found that female leaders could provide a closer bond with their followers compared with the male leaders. Reference [29] found that females do business more effectively than males. Reference [11] also examined research (A meta-analysis of 45 studies) that compared women and men on transformational, transactional, and laissez-faire leadership styles. The study found that female leaders were more transformational than male leaders and also engaged in more of the contingent reward behaviors that are a component of transactional leadership. Male leaders were generally more likely to manifest the other aspects of transactional leadership (active and passive management by exception) and laissez-faire leadership.

### III. RESEARCH MODEL

The research model that guided this study can be represented as shown in Fig. 1. This model represents the three main leadership styles that might be displayed by any given manager, this model is called Bass's model, which contains nine different styles that can be subtracted into three main styles.

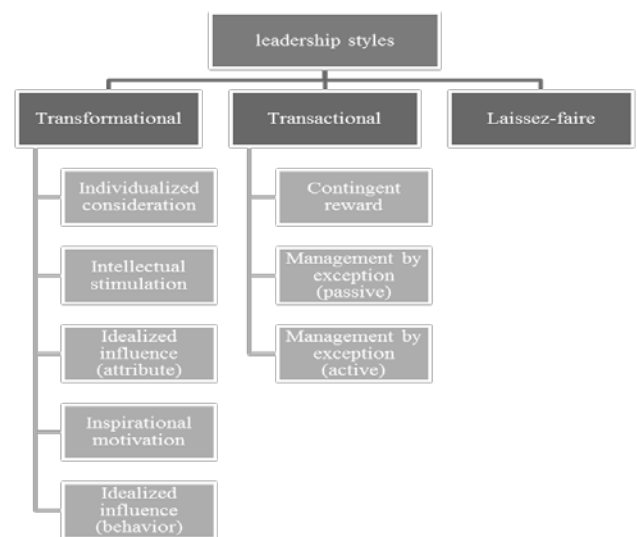


Fig. 1. Bass's model of leadership styles.

Definitions of Transformational, Transactional, and Laissez-Faire Leadership Styles are shown in Table I (Adopted from [11]).

TABLE I: DEFINITIONS OF TRANSFORMATIONAL, TRANSACTIONAL, AND LAISSEZ-FAIRE LEADERSHIP STYLE (ADOPTED FROM [11])

Leadership style	Description of leadership style
<b>Transformational</b>	
Idealized Influence (attribute)	Demonstrates qualities that motivate respect and pride from association with him or her
Idealized Influence (behavior)	Communicates values, purpose, and importance of organization's mission
Inspirational Motivation	Exhibits optimism and excitement about goals and future states
Intellectual Stimulation	Examines new perspectives for solving problems and completing tasks
Individualized Consideration	Focuses on development and mentoring of followers and attends to their individual needs
<b>Transactional</b>	
Contingent Reward	Provides rewards for satisfactory performance by followers
Management by Exception (active)	Attends to followers' mistakes and failures to meet standards
Management by Exception (passive)	Waits until problems become severe before attending to them and intervening
<b>Laissez-Faire</b>	Exhibits frequent absence and lack of involvement during critical junctures

IV. METHODS

For the purpose of this study, a survey of eight different private sectors (i.e. Medical, Education, Information and communication, Retailers, Banking, Consultations, Manufacturing, and Service sectors) in Jordan was conducted. The main method of data collection was a questionnaire which was distributed to a sample of employees in these eight sectors. The target population for this study is all levels of employees as long as they have a leader who leads and manages them. The study sample consisted of various kinds of employees (e.g., administration management, engineers, teachers, technicians, nurses, etc.).

The study adopted the "Multifactor Leadership Questioner MLQ (5x-short form)" (Appendix I), which was developed by [30]; an instrument that was extensively researched, statically reliable and tested on various employees and industries. Some modifications were added to suit the context of this study and it was translated to the Arabic language. Section A in the survey relates to the leaders profile which includes two questions related to the organizational level of the leader\manger and his\her gender. Section B includes the employees profile such as gender, age, marital status, and educational level. Section C includes the items used to measure the nine leadership styles i.e. : idealized influence (attributed), idealized influence (behavior), inspirational motivation, intellectual stimulation, individualized consideration, contingent reward , management-by-exception (active), management-by-exception (passive), and laissez-faire leadership. A six-point response scale (not at all, once in a while, sometimes, fairly often, frequently if not always) was used.

The survey was distributed through a personal visit by the first three authors. The participants were explained the purposes of the study and asked to complete the surveys. The instructions for completing the questionnaire were given on the cover page to avoid any misunderstanding about the leadership styles issue. In all, 416 surveys were administered to employees in the eight sectors in Jordan. 64 surveys were ignored because of missing data and the employees were at the same level of the leaders. Therefore, only 352 surveys were usable for this study and included in the analysis. A summary of the demographic characteristics of the respondents is presented in Table II.

TABLE II: A SUMMARY OF THE DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

Demographic Characteristics	Categories	N= 352 (%)	Missing Values
<b>Gender</b>	Male	173 (50.1)	7
	Female	172 (49.9)	
<b>Age Range</b>	21 – 30 yrs	215 (61.1)	0
	31 – 40 yrs	94 (26.7)	
	41- 51 yrs	37 (10.5)	
	51 yrs and More	6 (1.7)	
<b>Marital Statues</b>	Signal	185 (52.6)	2
	Married	157 (44.6)	
	Others	8 (2.3)	
<b>Educational Degree</b>	Diploma or less	73 (20.9)	2
	Bachelor	239 (68.3)	
	Master	34 (9.7)	
	Doctorate	4 (1.1)	
<b>Gender of their managers</b>	Male	220 (62.7)	1
	Female	131 (37.3)	

In terms of gender, as shown in Table II the sample was approximately, equally distributed between males and females. While, approximately two thirds of the employees belong to the age group 21-30 (61.1%). In addition more than half of the employees were single (52.6%). According the educational degree more than two thirds of the employees has bachelor degree (68.3%). For the gender of their managers, 62.7% of respondents have a male manager while 37.3% of them have a female manager. In addition, the data was collected from various sectors as shown in table 3, 29.9% of the respondents were from the consultations sector while 19.6% from information and communication sector (e.g. Networks, Telecommunications, companies). Other important sectors include education sector (14.8%) and retailers sector (10.2%).

TABLE III: PRIVATE SECTORS PARTICIPATED IN THE STUDY

Private Sector	N=352 (%)
Consultation Sector	103 (29.3)
Information & Communication Sector	69 (19.6)
Education Sector	52 (14.8)
Retailers Sector	36 (10.2)
Manufacturing Sector	34 (9.7)
Service Sector	26 (7.4)
Medical Sector	19 (5.4)
Banking Sector	13 (3.6)

V. DATA ANALYSIS AND FINDINGS

This study aimed to identify the different leadership styles of women and if there are differences between men and women leadership styles in the private sector in Jordan, from the perspective of employees in private sectors in Jordan. The data obtained from the study were analyzed through various techniques in SPSS 19.0 program. Data analysis involves three processes. First, the descriptive statistics (mean and standard deviation) were used to identify the current state of leadership styles. Second, confirmatory factor analysis and reliability (by computing the Cronbach's alpha) of the measurement model were evaluated. Finally, t-test was used to find out if there are differences between men and women leadership styles.

Table IV illustrates the mean (*M*) and standard deviations (*SD*) of the current state of women leadership styles in the private sector in Jordan; the following scale is used to facilitate reporting the results:

- The leadership style was frequently if not always displayed by female managers: Calculated mean ( $M \geq 3.6$ ).
- The leadership style was fairly often displayed by female managers: Calculate mean ( $2.2 > M < 3.5$ ).
- The leadership style was once in a while and if not at all displayed by female managers: Calculated mean ( $M \leq 2.1$ ).

As shown in the Table IV, five leadership styles were frequently if not always displayed by female managers namely: inspirational motivation (mean=3.9237), Idealized influence (attribute) (mean= 3.9156), Contingent reward (mean= 3.7901), Intellectual stimulation (mean= 3.7739), and Idealized influence (behavior) (mean= 3.7253). While three leadership styles were fairly often displayed by female managers namely: Individualized consideration (mean=3.4839), Management by exception (active) (mean=3.3694) and Management by exception (passive) (mean = 2.2647). Last but not least Laissez-faire was displayed once in a while by female managers (mean=1.9066).

TABLE IV: THE MEAN SCORES OF WOMEN LEADERSHIP STYLES

Leadership style	N	Mean	SD
Inspirational motivation	131	3.92	.77
Idealized influence (attribute)	131	3.92	.82
Contingent reward	131	3.80	.73
Intellectual stimulation	131	3.77	.78
Idealized influence (behavior)	131	3.73	.70
Individualized consideration	131	3.48	.79
Management by exception (active)	131	3.37	.75
Management by exception (passive)	131	2.26	.74
Laissez-faire	131	1.91	.79

In terms of factor analysis and as presented in Table V, the nine leadership styles formed three conceptually sound factors. The first factor has six leadership styles and it was interpreted as the transformational leadership style, and the second factor has two leadership styles and it was interpreted as the passive-avoidant leadership style. The third factor has one leadership style and it was interpreted as the transactional leadership style. All the factor loadings were greater than 0.7. The Cronach's alpha for the first and second factors was

0.910 and 0.704 respectively. Construct reliability is achieved if the alpha values are above the acceptable value of 0.7 [31].

TABLE V: THE RESULTS OF FACTOR ANALYSIS

Leadership styles/factors	Transformational	Passive-avoidant	Transactional
Individualized consideration	.862		
Intellectual stimulation	.849		
Contingent reward	.818		
Idealized influence (attribute)	.804		
Inspirational motivation	.790		
Idealized influence (behavior)	.714		
Management by exception (passive)		.866	
Laissez-faire		.856	
Management by exception (active)			.960

Based on the findings of factor analysis, the mean (*M*) of the three factors (the main leadership styles) were calculated. As shown in Table VI, the transformational style was frequently displayed by the female managers in the private sector, while the transactional style was displayed fairly often by the female managers in the private sector. The passive-avoidant style displayed once in a while by the female managers in the private sector in Jordan. Therefore, the dominant leadership style among female managers in private sector in Jordan is the transformational style.

TABLE VI: THE MEAN SCORES OF THE THREE MAIN LEADERSHIP STYLES OF WOMEN

Main leadership styles	N	Mean
Transformational	131	3.77
Transactional	131	3.37
Passive-Avoidant	131	2.09

For the *t*-test analysis, when the mean scores of the leadership style of women and men was compared (Table VII), the results indicate that:

For Idealized influence (attribute) style, there is a strong significant differences at the  $p < 0.00$  level in this style mean scores ( $t = -3.175$ -,  $DF = 349$ ,  $p = 0.002$ ). The results shows that the Idealized influence (attribute) style of female managers was higher (mean=3.9) than male managers (mean=3.6). For The Idealized influence (behavior) style, there is a strong significant differences at the  $p < 0.00$  level in this style mean scores ( $t = -4.105$ ,  $DF=349$ ,  $p = 0.05$ ). The results shows that the Idealized influence (behavior) style of female managers was higher (mean=3.7) than male managers (mean=3.4). For The Inspirational Motivation style, there is a strong significant differences at the  $p < 0.00$  level in this style mean scores ( $t = -2.923$ ,  $DF=349$ ,  $p = 0.004$ ). The results shows that the Inspirational Motivation style of female managers was higher (mean=3.9) than male managers (mean=3.8). For The Intellectual Stimulation style, there is a strong significant differences at the  $p < 0.00$  level in this style mean scores ( $t = -2.427$ ,  $DF=349$ ,  $p = 0.016$ ). The results shows that the Intellectual Stimulation style of female managers was higher (mean=3.8) than male managers (mean=3.6). For The Individualized Consideration style, there is a strong significant differences at the  $p < 0.00$  level in

this style mean scores ( $t = -3.100$ ,  $DF=349$ ,  $p = 0.002$ ). The results shows that the Individualized Consideration style of female managers was higher (mean=3.5) than male managers

(mean=3.2). For The Contingent Reward style, there is a strong significant differences at the  $p < 0.00$  level in this style mean scores ( $t = -2.636$ ,  $DF=349$ ,  $p = 0.009$ ).

TABLE VII: COMPARISON OF MEANS AND T-VALUES OF LEADERSHIP STYLES BETWEEN MANAGERS' MALES AND FEMALES

Leadership style	N	Mean	SD	t	df	P
<b>Idealized Influence (attribute)</b>				-3.175-	349	<b>.002**</b>
Male	220	3.6206	.85235			
Female	131	3.9156	.82442			
<b>Idealized Influence (behavior)</b>				-4.105-	349	<b>.000**</b>
Male	220	3.4005	.72928			
Female	131	3.7253	.69555			
<b>Inspirational Motivation</b>				-2.923-	349	<b>.004**</b>
Male	220	3.6724	.78608			
Female	131	3.9237	.76644			
<b>Intellectual Stimulation</b>				-2.427-	349	<b>.016*</b>
Male	220	3.5796	.69385			
Female	131	3.7739	.77551			
<b>Individualized Consideration</b>				-3.100-	349	<b>.002**</b>
Male	220	3.2255	.73210			
Female	131	3.4839	.79227			
<b>Contingent Reward</b>				-2.636-	349	<b>.009*</b>
Male	220	3.5711	.76476			
Female	131	3.7901	.73202			
<b>Management by Exception (active)</b>				-.829-	349	.408
Male	220	3.3028	.71335			
Female	131	3.3694	.75028			
<b>Management by Exception (passive)</b>				4.480	349	<b>.000**</b>
Male	220	2.6733	.87612			
Female	131	2.2647	.73532			
<b>Laissez-Faire</b>				3.934	349	<b>.000**</b>
Male	220	2.3010	.97234			
Female	131	1.9066	.78859			

The results shows that the Contingent Reward style of female managers was higher (mean=3.8) than male managers (mean=3.6). For the Management by Exception (passive) style, there is a strong significant differences at the  $p < 0.00$  level in this style mean scores ( $t = 4.480$ ,  $DF=349$ ,  $p = 0.000$ ). The results shows that the Management by Exception (passive) style of male managers (mean=2.7) was higher than female managers (mean=2.3). For the Laissez-Faire style, there is a strong significant differences at the  $p < 0.00$  level in this style mean scores ( $t = 3.934$ ,  $DF=349$ ,  $p = 0.000$ ). The results shows that the Laissez-Faire style of male managers (mean=2.3) was higher than female managers (mean=1.9). In terms of the Management by exception (active) style, the results indicate that there is no significant differences in this style mean scores ( $t = -.829$ ,  $df = 349$ ,  $p = 0.408$ ) because the values of  $p > 0.05$ .

In addition, when the mean scores of the three main leadership styles of women and men was compared (Table VIII), the results indicate that in Table VIII.

For transformational leadership style, there is a strong significant differences at the  $p < 0.00$  level in this style mean scores ( $t = -3.696$ ,  $DF = 349$ ,  $p = 0.000$ ). The results shows that the transformational leadership style of female managers was higher (mean=3.8) than male managers (mean=3.5). For passive-avoidant leadership style, there is a strong significant differences at the  $p < 0.00$  level in this style mean scores ( $t = 4.802$ ,  $DF = 349$ ,  $p = 0.000$ ). The results shows that the passive-avoidant leadership style of male managers (mean=2.5) was higher than female managers (mean=2.1). In terms of the transactional leadership style, the results indicate that there is no significant differences in this style mean scores ( $t = -.829$ ,  $DF = 349$ ,  $p = 0.408$ ) because the values of  $p > 0.05$ .

TABLE VIII: COMPARISON OF MEANS & T-VALUES OF THE THREE MAIN LEADERSHIP STYLES BETWEEN MANAGERS' MALES & FEMALES

Main leadership styles	N	Mean	SD	T	df	P
<b>Transformational</b>				-3.696-	349	<b>.000*</b>
Male	220	3.5116	.62329			
Female	131	3.7687	.64191			
<b>Passive-Avoidant</b>				4.802	349	<b>.000*</b>
Male	220	2.4871	.81712			
Female	131	2.0857	.64485			
<b>Transactional</b>				-.829-	349	.408
Male	220	3.3028	.71335			
Female	131	3.3694	.75028			

## VI. DISCUSSION

According to the findings of the study, women in the private sector in Jordan displayed frequently the following leadership styles: inspirational motivation, idealized influence (attribute), contingent reward, intellectual stimulation, and idealized influence (behavior). This means that women leaders motivate, encourage their subordinates through highlighting the importance of the individual's input to achieve desired goals. On the other hand, transactional leadership displays corrective and constructive behavior. Constructive behavior includes contingent rewards, and



corrective dimension involves management by exception (active) which was fairly often displayed by women leaders in Jordan. For the laissez faire leadership style the results showed that this style was displayed once in a while by women leaders in private sector in Jordan which imply that women leaders barely believes in the freedom of their employees in making decisions. The most dominant style among female managers in Jordan was the transformational leadership style. This indicates that women leaders possess integrity, set a good example and excel in achieving communication within all levels. They also expect the best from their followers, and inspire them to elevate the interest of the team over their own. This result is consistent with [10] who found that the transformational leadership style is highly displayed by women. The study found that there were significant differences between female and male manager's leadership styles in the private sector in Jordan in terms of eight styles as perceived by their followers namely: (Idealized Influence (attribute), Idealized Influence (behavior), Inspirational Motivation, Intellectual Stimulation, Individualized Consideration, Contingent Reward, Management by Exception (passive), Laissez-Faire. Six of these styles were displayed frequently by female managers more than men managers, while two styles were displayed fairly often by male managers more than female managers. However on the other hand, the study found there were no differences between female and male managers in terms of one style namely: Management by Exception (active). Both managers fairly often displayed it. On the other hand, the study also found that female managers frequently displayed the transformational leadership style more than male managers. This result is consistent with [10] who found that women in the Arab world displayed the transformational style more than men. For the passive avoidant leadership style, male manager fairly often displayed it while female managers displayed it once in a while. In terms of the transactional leadership style, there were no differences between female and male managers in displaying this style. However, both managers fairly often displayed it.

**VII. CONCLUSION AND RECOMMENDATIONS**

The dilemma of this study is that there was a shortage of relevant studies concerning women leadership styles in Jordan in particular. The aim of this study was twofold: (i) to identify the different leadership styles of women in the private sector in Jordan, and (iii) to identify if there are differences between men and women leadership styles in private sector in Jordan. A quantitative approach (questionnaire with 352 employees) was conducted in order to achieve the study objectives. The results of the study showed that women in private sector in Jordan frequently displayed various leadership styles as perceived by their followers such as Idealized influence (attribute), Inspirational motivation styles. Some other styles were

displayed fairly often such as Contingent reward, Intellectual stimulation and Idealized influence (behavior). Moreover, the dominated leadership styles that displayed frequently by women was the Transformational style. Furthermore, by contrasting between women and men leadership styles in private sector in Jordan, the study found that there was a significant difference between women and men in two main styles: the transformational and the passive avoidant. The study also found that there were significant differences between female and male manager's leadership styles in the private sector in Jordan in terms of eight styles as perceived by their followers. Six of these styles were displayed frequently by female managers more than men managers, while two styles were displayed fairly often by male managers more than female managers.

In light of the above results, the research team suggests the following recommendations that may improve the effectiveness of women leadership in private sector: First, one of the main findings of the study had showed that female leaders in the private sector in Jordan displayed several leadership styles: Due to the rapidly changing work nature, culture, code of conduct , ethics and environment of some businesses which calls for a flexible and adaptive leading styles while others are more bureaucratic and may utilize a rigid, ends-base form considering these factors ,Therefore this study recommend that companies may demonstrate the adaptive leadership style accordingly taking into consideration the above factors .

Second, it has been concluded that female leaders have displayed the transformational leadership style more frequently than the other leadership styles, We recommend that female leaders who adopt the transformational leadership style may maintain it in the working place in addition they could train other female leaders as it had seen to be more efficient and effective proved by the employees better performance and achieved targets.

Third, it has been concluded in the results that there has been a significant difference between the male and female leaders in the private sector in Jordan based on the sample tested in regards to the transformational and passive avoidant laissez-faire leadership styles. Female leaders have seen to behave more frequently with the transformational leadership style while passive avoidant was dominant for male leaders. Highlighting that not all various styles can work at any given situation as each has its advantages and disadvantages considering the gender differences Therefore we recommend the private companies in Jordan to maintain a diversity in their employment of leaders between the genders whereas Female leaders may seem to foster closer bonds with their subordinates compared with male leaders while on the other hand .the male leaders are said to implement status and power-oriented communication style which suggests a more controlling authoritative leadership approach.

**APPENDIX I: MLQ NINE LEADERSHIP STYLES**

<b>Leadership style</b>	<b>Items</b>
<b>Transformational</b>	
Idealized Influence (attribute)	Instills pride in me for being associated with him/her

	Goes beyond self-interest for the good of the group
	Acts in ways that builds my respect
	Displays a sense of power and confidence
Idealized Influence (behavior)	Talks about their most important values and beliefs
	Specifies the importance of having a strong sense of purpose
	Considers the moral and ethical consequences of decisions
Inspirational Motivation	Emphasizes the importance of having a collective sense of mission
	Talks optimistically about the future
	Talks enthusiastically about what needs to be accomplished
	Articulates a compelling vision of the future
Intellectual Stimulation	Expresses confidence that goals will be achieved
	Re-examines critical assumptions to question whether they are appropriate
	Seeks differing perspectives when solving problems
	Gets me to look at problems from many different angles
	Suggest new ways of looking at how to complete assignments
Individualized Consideration	Spends time teaching and coaching
	Treats me as an individual rather than just as a member of a group
	Considers me as having different needs, abilities, and aspirations from others
	helps me to develop my strengths
<b>Transactional</b>	
Contingent Reward	Provides me with assistance in exchange for my efforts
	Discusses in specific terms who is responsible for achieving performance targets
	Makes clear what one can expect to receive when performance Goals are achieved
	Expresses satisfaction when I meet expectation
Management by Exception (active)	Focuses attention on irregularities mistakes, exceptions and deviations from standards.
	Concentrates his/her full attention on dealing with mistakes, complaints and failures
	Keeps track of all mistakes.
	Directs my attention toward failures to meet standard
Management by Exception (passive)	Fails to interfere until problems become serious
	Waits for things to go wrong before taking action
	Shows that he/she is a firm believer in "If it isn't broke, don't fix it."
	Demonstrates that problems must become chronic before taking action
<b>Laissez-Faire</b>	Avoids getting involved when important issues arise
	Is absent when needed
	Avoids making decisions
	Delays responding to urgent questions

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