

THE INTERNATIONAL JOURNAL OF INNOVATIVE RESEARCH

ANALYZING THE IMPACT OF GENDER AND LEADERSHIP ON TEAM DYNAMICS AND ORGANIZATIONAL CULTURE: A COMPREHENSIVE STUDY IN THE CONTEMPORARY BUSINESS ENVIRONMENT

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ABSTRACT

Research on gender differences in leadership proved that women are more democratic or participative in their leadership and men tend to adopt a more autocratic or directive leadership style. In addition, organizational culture and gender and leadership have been theoretically and empirically interlinked. Based on the foregoing, this research is aimed at examining the impact of gender and leadership on team dynamics and organizational culture in a contemporary business environment. Descriptive survey technique using quantitative analysis method was adopted as the research design. The population of study comprises of the employees of selected contemporary businesses in Lagos State and 100 respondents were randomly selected for the study. The instrument for data collection is the carefully structure questionnaire. Findings revealed that gender and leadership do significantly influence team dynamics in a contemporary business environment; and that gender and leadership do significantly influence organizational culture in a contemporary business environment. The study however recommended that contemporary organizations and multinationals should do their best to promote gender factor in leadership considerations as a way of deepening strong, high valued culture and enhance team collaboration.

Keywords: Gender, Leadership, Organizational culture, team dynamics.

Introduction

Although women have achieved significant advancements in several social and economic aspects, they continue to be significantly underrepresented in top leadership positions. As of 2017, women occupy around 20-30% of the seats in the U.S (Behery & Paton, 2018). Congress and in the national Parliaments of many European nations, with the United States having 20%, France having 25%, the United Kingdom having 30%, Italy having 31%, and Germany having 37%. Furthermore, in the United States, women account for a mere 4% of Chief Executive Officers (CEOs) and occupy just 19% of board seats. In addition, the European Commission (2016) reported that a mere 21% of board members in the top publicly listed firms in the EU are women. The lack of female representation in high-ranking occupations results in a wider disparity between genders in the highest income brackets.

The glass ceiling, a term used to describe the barrier that hinders women from achieving career and pay progress, has been a subject of interest for economists, sociologists, and specialists in organizational management for a significant period of time (Gipson et al, 2017). The research has provided several hypotheses rooted in disparities in production, discrimination, and variations in psychological attitudes, such as risk aversion and competition. One psychological

reason that is relevant to this issue is with gender in leadership positions are its impact on organizational culture and team management (Gipson et al, 2017).

Those who occupy high-ranking positions typically engage in collaborative work to promote team dynamics and must address challenges such as people who do not contribute equally and difficulties in coordinating efforts, both of which may be effectively resolved via effective leadership (Choi et al, 2017). A leader is an individual who is often designated inside an organization to improve collaborative efforts. The leader's role is multifaceted and encompasses various functions, including setting goals, motivating others, establishing agreement on objectives and strategies, fostering commitment, optimism, mutual trust, and cooperation, organizing and coordinating activities, reinforcing collective identity, serving as a symbol, and promoting social justice and morality (Yukl, 2013; Gardner, 1993). The gender disparity may be attributed to the notion that males exhibit more efficacy as leaders compared to women. It is possible, for example, that women may possess less proficient communication abilities or have a lower capacity to inspire and lead others (Choi, et al, 2017).

The association between organizational culture and gender and leadership have often intersected, with firms being criticized for exhibiting excessive gender prejudice. Research consistently indicates that women workers often encounter prejudice and struggle to build their own identity, particularly in male-dominated organizations. However, it is crucial to emphasize that the structure of organizations is undergoing a steady transformation, requiring more attention and effort. The team dynamics inside corporations are also undergoing transformation. The previous structure, which was very hierarchical and inflexible, is now undergoing a transition towards a more egalitarian and dynamic team approach (Boehm et al, 2015).

This indicates that management styles, procedures, approaches to employee interactions, decision-making, and teamwork have been modified to more effectively support female workers and embrace their femininity, which was previously seen as a disadvantage. Over the last decade or two, organizations have increasingly embraced inclusivity, while instances of prejudice, both overt and covert, cannot be overlooked. Inclusivity has shown the nature of the interaction between female workers and the organizational culture (Gipson et al, 2017).

Historically, organizational culture and team dynamics has been a framework that prioritizes the needs and interests of males above women. The expectations, obligations, and tasks assigned to them have varied (O'Neil, 2018). The transition from gender-centric companies to gender-inclusive ones has been arduous and time-consuming. However, as the positive outcomes of our efforts become evident, it is crucial to assess the current position of women within the organizational culture (Northouse, 2014). They have assumed diverse positions in different professional settings. Women have progressed from being efficient subordinates to holding influential roles inside complex organizational structures as a culture. Undoubtedly, they exert influence on and shape the culture of the organization to the same extent that culture influences them. This point is significant because, unlike in the past, when an organization's culture was defined only by the values, beliefs, practices, and conduct of male workers, women have now also begun to have a significant impact. Researchers have embarked on a quest to comprehend the 'feminine style of administration' (O'leary, 2018).

It is crucial to acknowledge and tackle the need of comprehending the impact of gender and leadership, particularly female gender, on team dynamics and organizational culture. According to Yukl (2022), leadership is the act of persuading people to comprehend and concur on the necessary actions and effective methods to achieve shared goals, as well as enabling the individual and collective efforts towards accomplishing these objectives. Northouse (2014) provided an alternative explanation. According to him, leadership is defined as the act of one person exerting influence over a group of others in order to accomplish a shared objective.

However, because to long-standing cultural and social beliefs, it is the characteristics often associated with men that are considered desirable for a leadership role. Female leaders are often stigmatized as excessively aggressive, domineering, vengeful, or ambitious, and this perception is widely accepted as normal. When a woman lacks both assertiveness and confidence, she seems excessively submissive and vulnerable, ultimately becoming a victim of societal norms. The persistent categorization of women into a harmful binary has had a detrimental impact on their overall health and their self-perception as capable leaders (Yukl, 2013).

When women sacrifice their femininity in order to present themselves as powerful leaders to men, it poses a threat to their emotional well-being and has a negative impact on their mental health (Gardiner & Tiggemann, 1999). Women, as a unified entity, need a significant amount of time to challenge and overcome that obstacle, because well-structured team dynamics and organizational culture is crucial to organizational success. As women increasingly assume important roles in businesses and their numbers continue to grow, it is crucial to develop a fresh understanding on the impact of gender and leadership on team dynamics and organizational culture in the contemporary business environment.

Statement of the Problem

Gender and leadership is a subject of great concern for the organizations in the recent years. Research on gender differences in leadership proved that women are more democratic or participative in their leadership and men tend to adopt a more autocratic or directive leadership style. In addition, women are more concerned with both the maintenance of interpersonal relationships and task accomplishment than men do. In a review of 86 studies about gender and leadership effectiveness, result showed that men and women do not differ in organizational effectiveness, but men were more effective in roles defined as masculine and women are more effective in feminine roles (Eagly et al., 1995). Likewise, organizational culture is another factor that can influence on leadership. Organization culture and Gender and leadership have been theoretically and empirically interlinked. A considerable number of researchers have argued that there is a constant interplay between organizational culture and leadership (Bass & Avolio, 2023; Schein, 2012; Waldman & Yammarino, (2019).

The literature associated with the gender and leadership studies are inconclusive due to small sample sizes, reliance on data or immature observers, and uncontrollable differences between groups and organizational culture. Also, none of these studies considered team dynamics in their research. This paper bridges the gap in the literature by using the adequate sample size and structured questionnaire in the specific context.

Objectives of the Study

The main objective of this research is to analyse the impact of gender and leadership on team dynamics and organizational culture in the contemporary business environment.

The following are the specific objectives:

1. To find out how gender and leadership impact on team dynamics in the contemporary business environment.
2. To examine the impact of gender and leadership on organizational culture in the contemporary business environment.

Research Questions

1. How does gender and leadership impact on team dynamics in the contemporary business environment?
2. What is the impact of gender and leadership on organizational culture in the contemporary business environment?

Significance of the Study

The following are the significance of this study:

1. The outcome of this study will enlighten government, policy makers, stakeholder in the business sector and the general public on the impact of gender and leadership on team dynamics and organizational culture in the contemporary business environment.
2. The findings from this study will constitute a basis for future research and also contribute to the body of knowledge since it will be used as empirical literature in subsequent related studies.
3. Outcome of this study will also be a guide for policy formulation both at state and national level how strategies aimed at improving the impact of gender and leadership on team dynamics and organizational culture in the contemporary business environment.

Scope of the Study

This research will cover the impact of gender and leadership on team dynamics and organizational culture in the contemporary business environment. It will cover the contemporary businesses in Lagos State, covering issues spanning 2020 to 2024.

1. LITERATURE REVIEW

Gender

According to the WHO (2020), Gender refers to the biological and physiological characteristics that define men and women. 'Gender' refers to the socially constructed roles, behaviors, activities, and attributes that a given society considers appropriate for men and women".

Since the 1970s, researchers have noted the need to differentiate between sex and gender. Sex is defined as a biological characteristic that incorporates the anatomical, physiological, genetic, and hormonal variation that exists in species (Gipson, 2019). Historically, conceptualizations of sex assumed XX and XY chromosomal arrangements for females and males, respectively; however we now understand that chromosomal configurations XXX, XXY, XYY, and XO exist as well as XY males and XX females. The discovery and existence of these various chromosomal

arrangements have led to greater understanding of the X and Y chromosomes, their genetic contributions, and have resulted in the expansion of our conceptualization of sex and gender.

Gender is a multidimensional construct that refers to different roles, responsibilities, limitations, and experiences of individuals based on their presenting sex and/or gender. Bem (2018) defined gender (i.e., extent of masculinity and/or femininity) as pertaining to the psychosocial ramifications of biological sex (i.e., whether an individual is male or female). Generally, gender is operationalized by observing the behavior of men and women or by asking participants to self-report whether they are male or female. Gender, however, consists of much more than the psychosocial ramifications of biological sex. Gender is a complex phenomenon with many different facets. These facets include gender schemas and stereotypes; gender-role identity; and gender-role traits, attitudes, and values.

Sandra Bem pioneered the Gender Schema Theory in 1981 to explain sex typing and gender stereotypes within the society. Bem (2018) proposed that this process begins in childhood. Children learn which behaviors and attributes are associated with each sex and continue to process the information in terms of gender schema. While parents can teach more androgynous views at home (such as modeling equal roles for mothers and fathers, preventing access to media that promotes sex-typing, etc.), children are often exposed to sex-typing when attending school, including day care settings. Bem (2018) suggested that parents should teach a sexism schema so that children recognize when sexist information or practices are occurring. She believed this practice is likely to help prevent children from mindlessly maintaining a particular gender schema and, as a result, will promote positive social change.

Sex typing creates a core gender identity influenced by how one is raised, the media, and other cultural influences. Bem (2018) identified four categories of sex typing: sex-typed, cross-sex-typed, androgynous, and undifferentiated. She defined sex-typed individuals as people who process and integrate information consistent with their gender; cross-sex-typed individuals as people who process and integrate information consistent with the opposite gender; androgynous individuals as people who process and integrate traits and information from both genders; undifferentiated individuals as people who do not appear to process sex-typed information.

Concepts of Leadership

Researcher defines Leadership styles as “the process of influencing others to understand and agree about what needs to be done and how it can be done effectively, and the process of facilitating individual and collective efforts to accomplish the shared objectives” (Yukl, 2012, p. 7). Leaders influence the success of their followers positively not only via psychological empowerment, (Joo & Lim, 2013) but also through work engagement (Vincent-Höper, Muser, & Janneck, 2012). Effective leaders develop the working environment that helps to reduce the job burnout and enhance the job performance (Shuck & Herd, 2012). Leadership is a process through which a person persuades others to carry out a task and guides the organization in a way that strengthens its coherence and cohesiveness. Leadership can also refer to a broader strategy, such as the tone that management sets for the organisation or the culture that management creates. Although authors like Abraham Zaleznik and Daniel Goleman's more recent works fundamentally altered the way we view leadership, many of their themes were foreshadowed in (W.C.H. Prentice's 1961) article, which rejected the idea that leadership required the use of extraordinary analytical skill or the exercise of force. Prentice defined a successful leader as someone who can comprehend people's motivations and enlist employee participation in a way that couples' personal needs and interests with the goals of the group. Leadership was defined as "the accomplishment of a goal through the direction of human assistants." He advocated for democratic management that fosters employee development without fostering anarchy.

A good leader is developed through a process of self-study, education, training, and experience, according to Jago (1982). As a result, a good leader must be developed. Therefore, whether a leader is male or female, they must demonstrate certain fundamental principles of leadership, such as: First, know yourself and pursue self-improvement; this can be accomplished by self-study, formal classes, contemplation, and social interaction. Second, possess technical expertise. You must understand your role as a leader and be well-versed in the responsibilities of your team members. Thirdly, look for and accept accountability for your actions. Fourth, make wise and timely judgments. To do this, employ effective planning, problem-solving, and decision-making tools. Fifth, led by example. You must be a good example for your team and employees. Sixth, get to know your people and be concerned for their welfare. Seventh, keep your employees informed. To do this, you must be able to communicate not just with them but also with seniors and other significant individuals. Eighth, encourage the development of positive character traits that will enable your employees to fulfil their professional obligations. This will increase their sense of responsibility. The ninth step is to make sure that duties are understood, overseen, and completed (U.S. Army, 1983). According to a study by Lamb and McKee (2004), good communication between leaders and trust in senior leadership are two essential elements of effective leadership. More specifically, among other things, the efficacy of leadership is possessing the capacity to inspire others, form bonds with others, and shape outcomes. Prior researchers have

determined over the last 30 years that there is the direct influence of leadership on organizational outcome like employees' performance and organizational behaviour. (Zhu, Newman, Miao, & Hooke, 2013).

Leadership is defined as “the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organizations of which they are members” (House et al., 2004, p. 13). Another definition of leadership by Burns conveys that, “leadership is a relationship between leaders and followers – a mutual interaction that ultimately changes both” (1978, p. 19). Foremost, it is important to understand that leadership is not necessarily management. The difference between a manager and a leader is that managers create stability, while leaders make a change.

Zaleznik (2004) explains in a Harvard Business Review article that managers need to build competence, while a manager must be rational and effective as problem solving is a main responsibility. A manager needs to have control and needs to get people to operate efficiently in order to comply with company objectives and reach the organization's goals in a timely manner.

Essential elements for leadership are inspiration, vision, human passion, all aspects related to motivation and the driving corporate success (Yukl, 2010). Leaders are not bound to a structure, meaning that accepting chaos is often part of their daily schedule. Tension and risk are also aspects of leadership, as a leader is shaping a future even if it means trying unexpected directions.

Gosling and Mintzberg make a strong statement: “action without reflection is thoughtless; reflection without action is passive” (2003, p. 2). A manager needs to possess a reflective mindset and truly manage himself/herself. A manager's responsibilities are to manage change, relationships, contexts and organizations. In this sense, it is essential that a manager takes action to make a change, is collaborative in order to manage and nourish relationships with other companies or clients, has a worldly mindset in order to manage the context and an analytical mindset to manage the organization. Especially the worldly mindset is what this paper will elaborate on, as in today's world especially through globalization, managers need to be culturally aware and sensitive, they need to have an understanding of other country's social, environmental, cultural and economical environments, beyond their own in order to manage and lead successfully. Managers have to get to know other people's circumstances in world's beyond their own, then return to their origin and understand their own culture deeper, from a different perspective. That is a worldly mindset. Usually a leader does require management skills in order to be a successful leader, keeping in mind, that in a way leadership and management are complementary. Literature defines various leadership styles. This study focuses on managers in the business environment with leadership skills.

Gender and Leadership

Whether gender matters in terms of leadership is among the most questioned questions. Numerous studies have examined the relationship between gender and leadership; however, some of these studies are controversial and have produced results that are incongruous. A variety of elements need to be considered when analysing the complex relationship between gender and leadership. Recent organisational crises have highlighted the necessity for leadership and personal dedication, which has grown more important for organisational success (Selznick, 2011) regardless of gender stereotyping (Engen, Leeden & Willemsen, 2001)¹⁶, even though the leaders' valuation is inherently highly gender stereotyped (Eagly, Makhijani & Klonsky, 1992). In addition, women continue to be underrepresented and are less likely to be promoted to positions of high leadership (Glass & Cook, 2016; Salloum et al., 2016).

When reviewing the share of women aged 16 and older in U.S. labor force, Hurley and Choudhary (2016) pointed out that the labor force participation rate was recorded at 33.9 percent in 1950, growing tremendously in the 1970s and 1980s and reaching 57.7 percent by 2012. According to the United States Department of Labor (2017), analyzing the U.S. labor force participation rates from 2015, being the most recent available statistics, the rate of total women in decreased to 56.7, with projections to drop to 55.8 percent in 2024. Men in comparison represented 69.1 percent in 2015, while the projection for 2024 will be at 66.2 percent. Besides these statistics, women have only made moderate advancement in acquiring top leadership positions in the world of business, which is being reflected in a study by Hurley and Choudhary stating that “women CEO's of Fortune 500 companies make up only 5.2 percent of the total CEO's in 2015” (2016, p. 251). One of the key phenomena explaining the low percentage of women in leadership position is the glass ceiling and glass cliff.

Oakley reasons that the glass ceiling, “a transparent barrier that prevents women from moving up the corporate ladder past a certain point” is evidenced “dramatically in the statistics on the percentage of women in senior management positions in large corporations” (2000, p. 321).

Globally, female Chief Executive Officers (CEO's) are extremely rare in large organizations. Although females make up 40 percent of managers in the United States, women hold only 0.5 percent of the highest paid management positions in the largest corporations, as Oakley (2000) points out. The Federal Glass Ceiling Commission (1995) revealed in their findings, that among the top 1000 industrial firms and the 500 largest U.S. corporations of all types

as ranked by the Fortune magazine, 97 percent of senior managers are white and an estimated 95-97 percent of senior managers are male. In comparison, the percentage of female senior managers is ranking from a high of 8 percent in Belgium to 0.3 percent in Japan (The Federal Glass Ceiling Commission, 1995). Clearly, “female CEO’s are exceptions rather than the rule,” voiced Hurley and Choudhary (2016, p. 250) while in fact their research highlights that “only 24 of the CEO’s of Standard and Poor’s (S&P) 500 companies in 2015 were women.” When taking a look at the database from Fortune 500 (2017), out of the 500 companies, only 55 CEO’s are females in 2017.

This is clearly an underrepresentation of women at top-management level jobs. It is evident that females encounter a number of barriers, which either prevents them from “moving up the corporate hierarchy,” referred to as the glass ceiling phenomenon, or they are “persisting in the top leadership positions even after they have broken through the glass ceiling” which is known as the glass cliff phenomenon (Hurley and Choudhary, 2016, p. 250). In other words, while women are shattering the glass ceiling, they are often set up for failure, where they are “pushed over the edge, often being the reason why women leave the company before reaching the top” (Hurley and Choudhary, 2016, p. 253). This is called the glass cliff phenomenon. So, although there are women who climb the latter to senior management positions, they often face confrontation and problems in those positions. Factors such as “greater scrutiny and judgment over their management style and performance to receiving less support from their peers, being primarily males, over issues including work-life integration” display a number of reasons why women are faced with difficulties in top leading roles (Hurley and Choudhary, 2016, p. 253).

There is a gender role difference regarding preferences and productivity in business leadership. For example, women have to constantly fight for the avoidance of stress from work-life imbalance, which is linked with the executive office suit and the women’s desire for independence and entrepreneurship as Oakley (2000) conveys. A possible origin of discrimination and stereotyping of women in top management can be rooted back to the past, where females were not represented in such roles. This in turn can be related to the reason of unavailability of same-sex mentoring for females. In summary, impeding factors of women in management are motherhood, which results in “career interruption” along with a “lack of a role model or mentor and a conscious continuous decision to avoid the stress of balancing work and life,” (Hurley and Choudhary, 2016, p. 251).

There are two categories of causation explaining the lack of women in senior management positions. Oakley (2000) considers one as the “barriers created by corporate practices,” (p. 322) which are impediments that stem from objective. Such causes of gender imbalance are often related to the organization’s preference of the “recruitment, retention, and promotion of males over females, especially in jobs that comprise the typical career paths of a future senior manager” (Oakley, 2000, p. 322). The second category mentioned by Oakley are “behavioral and cultural causes, which are rooted in explanations that revolve around issues of stereotyping, tokenism, power, preferred leadership styles, and the psychodynamics of male/female relations” (2000, p. 322). Oakley’s research points out that the female underrepresentation is considered to be an ethical issue, whereby “in male-dominated and predominantly male-led large corporations, women’s inputs and voices are often stifled” (2000, p. 322).

The gradual advancement of women rising to top management is somewhat surprising as researchers have provided evidence that women possess a number of crucial skills required for managing a workforce and taking on a leadership position (Hurley and Choudhary, 2016). “Women have a unique combination of interpersonal and work ethic traits that seem tailor-made for the management ranks,” describes Wells (2001, p. 43).

As women do possess the soft skills and competences to lead a company, it is common, that women are designated to a leadership position when the organization finds itself in a crisis situation, where circumstances involving other people need to be managed (Hurley and Choudhary, 2016). These high stress level environments are frequently associated with a set up for failure in management, while some women in contrary, use such high-risk situations as an opportunity to prove their leadership skills.

The Federal Glass Ceiling Commission (1995) of the U.S. Department of Labor identified “societal, governmental, internal business, and business structural barriers as the four main reasons for the glass ceiling.” Since global competition challenges multinational firms to maximize effectiveness of their human resources, the organizations are in quest of promoting more women to senior management. Furthermore, stakeholders create pressures due to the clear underrepresentation of women in upper management (Oakley, 2000). Hurley and Choudhary highlight that the USA Congress Joint Economic Committee in 2010 found a “direct correlation between corporate performance and women’s representation in corporate leadership” (2016, p. 252). Additionally, Hurley and Choudhary’s study confirms, based on their research conducted, that women were evaluated higher than men on every level, and “the higher the management level, the greater the gap” (2016, p. 252). A stereotypical belief is that “women display a more transformational and contingent reward behavior, and fewer management-by-exceptions and laissez-faire behavior than men” (Vinkenburg et al., 2011, p. 10). Muller-Kahle and Schiehl (2013) argue that, female CEO’s do not possess as much structural power as male CEO’s when filling a dual CEO/Chair role in the firm, providing a reason why generally, women are more likely to be given the less powerful role of CEO and President, instead of

dual CEO and Chair roles. Nonetheless, it is important to note that “female CEO’s are more likely to gain structural power if they are entrepreneurs, work in large companies, or possess an elite education” (Muller-Kahle and Schiehl, 2013, p. 666). Stashevsky and Koslowsky (2006) point out that intelligence is always related to leadership effectiveness, while additionally, in groups, cohesion between group members creates motivation and improves performance due to stronger task commitment, which also leads to better coordination of activities and results. Stashevsky and Koslowsky (2006) share that “social and motivational component plays a critical role in the cohesiveness construct,” (p.66) as it creates the expectation that if a group is led “by a transformational leader who stresses motivation and stimulation would evince greater group cohesion” (p.66).

Therefore, it can be said that knowledge and team cohesiveness anticipate team performance, particularly among men, while transformational leadership is associated with a higher level of team cohesiveness, as compared to transactional leadership (Stashevsky and Koslowsky, 2006). When taking a look at inspirational motivation Vinkenburg et al. (2011) remarks that this aspect was more essential for men than women, specifically for the promotion to CEO, while on the contrary, individualized consideration was perceived as vital for females when promoted to senior management. Consistent with these stereotypical beliefs about leadership, Vinkenburg et al. highlights that “women interested in promotion may be well advised to blend individualized consideration and inspirational motivation behaviors” (2011, p. 10). A disadvantage for women wanting to reach the CEO position in the United States is having children (Hurley and Choudhary, 2016). Also, an imperative point to note is that women have a greater chance to secure the CEO position in larger companies in terms of employees, while more education may not necessarily be a benefit to acquire a top management position (Hurley and Choudhary, 2016).

When relating back to the leadership styles introduced previously, Rohmann and Rowold argue that, “women are judged to be more transformational than men” (2009, p. 545). Eagly et al. (2003) confirm that female leaders were more transformational than male leaders but add evidence that women engaged in more of the contingent reward behaviors that are a component of transactional leadership as well. Male leaders mostly demonstrated more active and passive management by exception, being distinct aspects of transactional leadership and laissez-faire leadership (Eagly et al., 2003).

The distinction of males and females in leadership are fairly modest, though, women exceeded men in all aspects of the leadership style relating positively to leaders’ effectiveness (Eagly et al., 2003). Nonetheless, women are confronted with notably more impediments to becoming leaders than men (van Emmerik et al., 2008). Still, the argument mentioned could reflect a relationship between women’s interpersonal skills, which are pivotal for top leading positions, and effectiveness created through motivation of the subordinates. Moreover, this can conclude that women’s classical leadership styles are inclined to be more transformational than those of men and thus more focused on aspects of leadership that anticipate effectiveness. Another behavioral pattern predicting effective performance by leaders, is that “women are more prone than men to deliver rewards to subordinates for appropriate performance” which is an aspect of the transactional leadership style (Eagly et al. 2003, p. 586). Hence, in some attributes women also demonstrate to be more transactional than men. In summary, it can be stated that females are more predisposed to engaging in ethical and transformational leadership, compared to males, while this is similarly the case in some key behaviors of the transactional leadership style.

Rohmann and Rowold (2009) communicate that compared to males, female managers are characterized with behaviors that are displayed as generating pride and respect for them, while simultaneously women presented to be a role model that followers consider trustworthy and energetic, together with transmitting a vision through strong communication that exhibits optimism and enthusiasm. Besides, female leaders are described as understanding the requirements and capabilities of each follower better and responding to those individual needs, while at the same time women also encouraged questions that supported the initiation of solving problems more so than their male counterparts (Rohmann and Rowold, 2009). Likewise, women exceeded men on one transactional scale, because they gave their followers rewards for good performance more often than male leaders did as Rohmann and Rowold (2009) pointed out, which lead to the evaluation that female leaders were more effective and satisfying to work with than male leaders.

Eagly et al. (2003) share that “women adopted a somewhat more democratic or participative style and a less autocratic or directive style than men did” (p. 570) however, male and female managers did not demonstrate a difference in their proclivity to use interpersonally oriented and task-oriented styles. Anyway, individuals tend to react more negatively when women espouse in an autocratic and directive leadership style than when men adopt this approach (Eagly et al., 2003).

Eagly and Karau differentiate between communal and agentic characteristics, where communal characteristics are more strongly connected to women, because they “describe primarily a concern with the welfare of other people, for example, being affectionate, helpful, kind, sympathetic, interpersonally sensitive, nurturant, and gentle” (2002, p. 574). In contrast, agentic characteristics are stronger related to men, reflecting leaders who employ an “assertive,

controlling and confident tendency,” for example attributes like “aggressive, ambitious, dominant, forceful, independent, self-sufficient, self-confident, and prone to act as a leader” (Eagly and Karau, 2002, p. 574). If female leaders engage strongly in an agentic behavior, it generally forms a tendency of negative reaction especially from males. In other words, Eagly and Karau (2002) communicate that, agentic women are perceived as competent but deficient in social skills compared with agentic men. Another connection can be established, that women employ a more democratic, ethical, interpersonally oriented and communal leadership style, which can be associated with transformational leadership attributes, while men show a tendency for transactional leadership, with rather autocratic, task-oriented, and agentic traits.

According to the gender perspective, van Emmerik et al. state that the “leadership behaviors of women include more consideration, whereas the leadership behaviors of men consist of more initiating structure behaviors” (2008, p. 300). Whereas, “men are believed to be more forceful, dominant, and motivated to master their environment” they are more inclined to use the initiating structure leadership style (van Emmerik et al., 2008, p. 300). In contrast “women are believed to be more concerned with others and more inclined to use the consideration leadership style” as per van Emmerik et al. (2008, p. 300). In summary, female managers exhibit more initiating structure than male managers do. Stereotypical images that female leaders are more relationship oriented and less task-oriented are therefore contradicted. This rather popular stereotype, which however is not verified through evidence, is as van Emmerik et al. argue, used to “prevent women from taking up tough leadership positions, and is sometimes advocated as a female approach to leadership, driving on soft powers” (2008, p. 310).

Team Dynamics

At its core, team dynamics refer to the intricate patterns of communication, cooperation, and collaboration that transpire within a team. It is the lifeblood of an organization, intricately woven into every facet of its existence, from innovation to productivity, from employee satisfaction to overall success.

In a world where collaborative problem-solving and collective decision-making have become the norm, the answer lies in workplace success. Effective team dynamics are not merely a bonus but an indispensable element in the pursuit of excellence within any organization. They are the catalyst that propels teams towards their objectives, transforming individual talents into a symphony of productivity and innovation.

According to a survey, 65% of respondents believed that poor team dynamics significantly impacted the overall performance of their teams. As organizations continue to recognize the significance of effective teamwork, understanding and improving team dynamics have become imperative.

Organizational Culture

The appropriate behaviour inside a company is determined by its culture. A company's ideals, principles, and ways of working make up its organisational culture, often known as corporate culture. It establishes the atmosphere in which an employee is working, the conduct that is expected of him or her in order to perform his or her obligations (Mgbere, 2009), and the extent to which the employee is aware of events taking place in the organisational environment. According to Mgbere (2009), there is a favourable correlation between corporate culture and performance. One, a company's performance is highly correlated with its culture if it has a strong culture that is well-integrated and founded on strong beliefs and values (Deal & Kennedy, 1983; Denison, 1990; Kotter & Heskett, 1992); two, employees' job satisfaction is correlated with how well they feel they fit into the organisational culture (Behery & Paton, 2008)¹². Since the corporate culture serves as a boundary for both the employee and the manager that controls and limits their behaviours, the degree to which the employee or management is integrated and to what extent they fit inside that organization's culture will determine how well they work (Lysons, 2000). The organisational culture establishes the context for all business activities. There is no one-size-fits-all culture template that can fulfil the needs of all enterprises because industries and circumstances differ greatly. The effectiveness of an organization's operations can be strongly impacted by its culture. Leaders have the power to positively or negatively influence the workplace environment. Culture is a complex concept and frequently a feature of an organisation that is not adequately defined. Leaders have a significant impact on establishing and maintaining the culture of their organisations. Leaders help build and shape the culture. According to other researchers, leadership skills like motivating encouraging and influencing others leads to productive outcome. As the considerate leader works hard and supports other to create a healthy environment, having a friendly and respectful workplace (Hartmann & Perego, 2010), Therefore, it influences the organizational outcome in a way that it includes the performance of their followers, their behaviour related to their work & reaction in change. This eventually leads to creating the organization's culture.

Assertiveness and Gender Egalitarianism Theory

Nowadays, through globalization, business leaders and managers interact with people from different cultures, beliefs and value systems. Additionally, leaders are facing the challenge of being confronted with diverse personality types within a global workforce. Parham et al. argue that an important character trait strongly influenced by culture and commonly discussed in the business environment is assertiveness, which is referred to as “dominance and considered to be a sub trait of extraversion” (2015, p. 421). It is obvious that the effectiveness of a company’s workforce could be influenced by the degree of assertiveness of its workforce and its leaders. In other words, assertiveness can be interpreted and appreciated distinctly depending on the culture of a country. Men and women from diverse cultural and ethnical origin may demonstrate a different level of assertiveness than what is expected or considered standard in the country the individual works in. Therefore, it is crucial that managers, especially those leading in a multinational company are aware that many employees may not present the self-assurance or assertiveness anticipated from Anglo-Europeans for example. Ethnicity in this context refers to the “cultural factors, such as nationality, culture, ancestry, language and beliefs” (Parham et al., 2015, p. 421). As defined by Parham et al., assertiveness is behavior, which “enables a person to act in his own best interest, stand up for himself without undue anxiety, to express his rights without destroying the rights of others” (2015, p. 422). Hofstede (1980) reasoned that depending if an individual is from an individualistic/collective culture or masculine/feminine culture, the response to self-reported assertiveness surveys will demonstrate differences. Cultures espousing more feminine values, expect individuals to be more nurturing, modest, and tender, and in contrast cultures that espouse more masculine values expect individuals to be assertive and decisive. Parham et al. claim that “the more educated a person is, the level of assertiveness tends to increase” (2015, p. 424).

When taking a look at American history, the “goal of non-assertive behavior by women and ethnic minorities in Pre-Civil Rights era of the 1960’s was to appreciate others and to avoid conflict and confrontation at all cost” as Parham et al. (2015, p. 425) clarifies. This is a reflection of generations that passed down non-assertive behavior, where non-assertive behavior is defined as “the denial of one’s own personal rights by placing the opinions, feelings, and needs of others before one’s own” Parham et al. (2015, p. 425). According to Parham et al., a “traditionally accepted view is that men are more assertive than women” (2015, p. 425). Their research confirms this argument and adds that males are not only more assertive but also have higher self-esteem than females in the global community (Parham et al., 2015). Further foregoing studies affirm that there is no gender difference between men and women in the level of assertiveness (Hyde, 1990), while additional past investigations found that in some situations women were more assertive than men (Chandler et al., 1978). In line with the traditionally accepted view, Parham’s et al. empirical research proves that, “men on average are more assertive than women, and the degree of assertiveness demonstrated is a key part of masculine persona” (2015, p. 426). Later on, the research by Parham et al. (2015) explored the “larger social environment of women on the trait of assertiveness,” (p. 426) resulting in a contradiction of their previous statement, as the new finding indicate that “the scores women receive on assertiveness have increased such that there is no gender difference notable” (p. 426).

It can be reasoned that the level of assertiveness of women is related to their status outside the home (Parham et al., 2015). Clearly, assertiveness is linked to work and status, where status comes from education. This phenomenon can be seen over the past 70 years on American women, while in this current era, “more women are working outside the home and more have obtained graduate and professional degrees than any other time in history” as Parham et al. (2015, p. 426) shares. Expressed in other terms, “women are closing the gap with men in regards to assertiveness and are actually gaining assertiveness” (Parham et al., 2015, p. 426). Likewise, “changing attitudes toward women’s roles in society have led to shifts in activities related to women, and these roles lead to personality changes” (Parham et al., 2015, p. 426). This is also reflected in leadership. Females operating in “male-dominated environments are expected to utilize leadership styles that conform to masculine cultures to maintain their status” (Herrera et al., 2012, p. 38)

Assertiveness as one of the cultural practices and values defined by GLOBE and analyzed in this investigation makes a significant contribution to this content. The level of assertiveness of men and women varies depending on cultural expectations and norms of a country. Nevertheless, this is a main value recognized in multinational companies and business environments operating cross-culturally.

The level of a leaders’ assertiveness impacts his/her leadership style and effectiveness as well. Ames states that “task or initiating structure behaviors – including assertively defining goals and issuing work commands – are important for effective leadership” (2009, p. 118). A study by Judge and Kammeyer-Mueller reasons that “individuals with higher levels of core self-evaluations will undertake different leadership behaviors than those with lower levels of core self-evaluations” (2011, p. 336). The research also argues that “groups led by transformational leaders tend to show higher levels of performance” (Judge and Kammeyer-Mueller, 2011, p. 336). Judge and Kammeyer-Mueller

state that “leaders who are higher in core self-evaluations will also be able to set ambitious goals for followers” (2011, p. 336). Therefore, the investigation highlights a link between core self-evaluations and leadership.

Judge and Kammeyer-Mueller state that “high core self-evaluations should be more ethical, and more interested in promoting an ethical culture, because ethical leadership rests not only on the embodiment of integrity, but in the willingness to be proactive (communicating, rewarding, punishing, and emphasizing ethical standards) in positively influencing followers” (2011, p. 338).

According to Ames (2009), the level of assertiveness will be adjusted according to the given situation, as this will enhance effectiveness. The research also explains that depending on the situation, the level of interpersonal assertiveness varies, forming a fitting behavior. Ames mentions that there is “evidence that many managers struggle to calibrate their behavior in this way, often showing elevated or depressed levels of assertiveness across domains despite the apparent benefits of a contingent approach” (2009, p. 118). In summary, when analyzing leadership styles of females and males in upper management in two different cultural contexts, it is significant to evaluate assertiveness, as this behavior indicates the leadership style of a manager. Furthermore, the level of assertiveness in a given situation could demonstrate changes in a top-level manager’s leadership style depending on the context he/she is required to be an effective leader in.

METHODOLOGY

This section provide a clear description of the method and procedures involved in carrying out this study and ways by which information on the subject matter of this research study are collected and organized for proper analysis. The methodology employed in this research study is explained under the following headings:

- research design,
- population of the study,
- sample and sampling techniques,
- research instrument,
- validity and reliability of the research instrument,
- method of data collection and analysis

Research Design

A research design is a plan that guides the researcher in the various stages of the research process. Research design may be experimental, case study or an observation. This research work adopted the descriptive survey design. The descriptive survey design deals with the systematic collection of facts from a target audience or population. This design was adopted by the researcher because it will help to evaluate the impact of gender and leadership on team dynamics and organizational culture in the contemporary business environment.

Population of the study

The population of study comprised of the entire population of employees of contemporary businesses in Lagos State.

Sample size and sampling technique

A sample is the subset of population selected for a study. Sampling deals with selecting a sample. The sampling method to be used for the study is convenience sampling with a sample size of 100 employees. The total sample size for this study is 100 respondents. The sample for this study was drawn from the population of the study.

Research Instrument

The research instrument that was used for this study is questionnaire. The questionnaire was selected by the researcher because it had the capability of eliciting factual data from a given population. The questionnaire will be titled: “**Analyzing the impact of gender and leadership on team dynamics and organizational culture in the contemporary business environment**”. The questionnaire will be divided into two (2) sections covering the research questions raised in chapter one of the study. The various sections are as follows:

- **Section A:** Bio-data of the respondents
- **Section B:** Analyzing the impact of gender and leadership on team dynamics and organizational culture in the contemporary business environment

Validity of the instrument

The research instrument was validated by the project supervisor. The instrument was prepared by the researcher and submitted to the project supervisor for scrutiny. The corrections made by the supervisor were carefully incorporated by the researcher in order for the instrument to be valid.

Reliability of the instrument

The reliability of the instrument was done by the researcher through the test-retest method. That is to say, the instrument was pre-tested twice before proceeding to administer the instrument to the respondents. On reliability correlation testing using SPSS, the cronbach’s alpha will be obtained. The closeness of this value to 1 indicates that the instrument is very reliable.

Method of data collection

The questionnaire which was the instrument for data collection was administered to the respondents by the researcher personally. The questionnaire was collected back from the respondents immediately after completion in order to avoid mutilation and to record high response rate from the respondents.

Method of data analysis

The retrieved copies of questionnaire were analyzed using simple percentage and frequency count with the aid of the software SPSS version 20. This statistical tool was selected by the researcher because of its simplicity and relevance to the research work.

DATA PRESENTATION AND ANALYSIS

Data Presentation

This section covers the analysis, presentation and the interpretation of the various data collected through the use of questionnaires. The chapter represents the analysis and interpretation of data from the field of study. Questionnaires were administered to examine the impact of gender and leadership on team dynamics and organizational culture in the contemporary business environment. A total of 100 questionnaires were administered but the researcher was able to retrieve 84 questionnaires back and all were considered valid for this study. This represent 84% response rate in this study.

Descriptive statistics

Results obtained from the questionnaire were presented in tables and graphs in this section.

Gender of the Respondents

Gender
84 responses

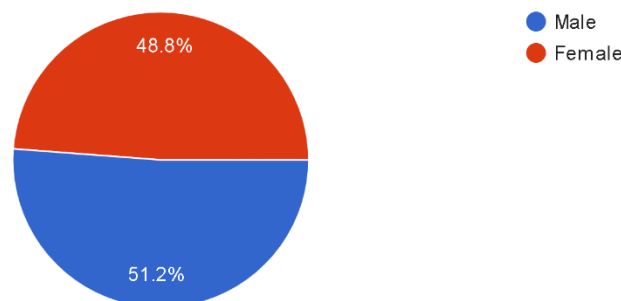


Table 1: Gender of the respondents

Gender	Frequency	Percentage (%)
Male	43	51.2
Female	41	48.8
Total	84	100

Source: Field, 2024

Table 1 above revealed the distribution of the respondents according to their gender. It showed that 51.2% were males while 48.8% were females. This indicates that the male has the highest frequency among the respondents.

Age of the respondents

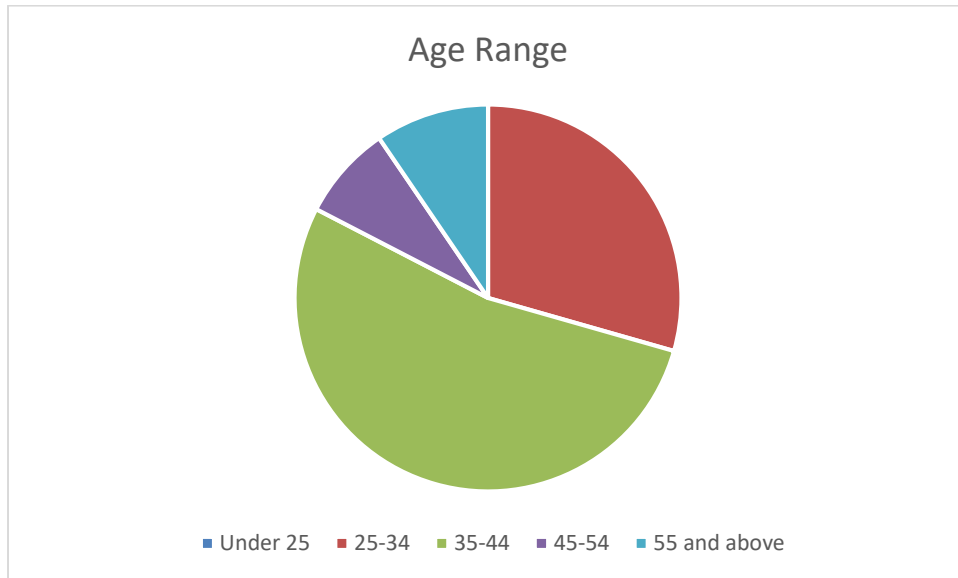


Table 2: Age of the respondents

Age	Frequency	Percentage (%)
Under 25	0	0
25-34	25	30.6
35-44	46	55.3
45-54	6	8.2
55 and above	7	9.9
Total	84	100

Source: Field, 2024

The above table revealed the age distribution of the respondents. Results showed that respondents aged 25-34 years constitutes 30.6%, 35-44 years constitutes 55.3%, 45-54 years 8.2% and finally above 55 years constitutes 9.9%. The shows that respondents aged 35-44 years have the highest frequency, and respondents between 45-54 years have the lowest frequency, meanwhile respondents whose age are less than 25 years didn't participate in the study.

Educational background of the respondents

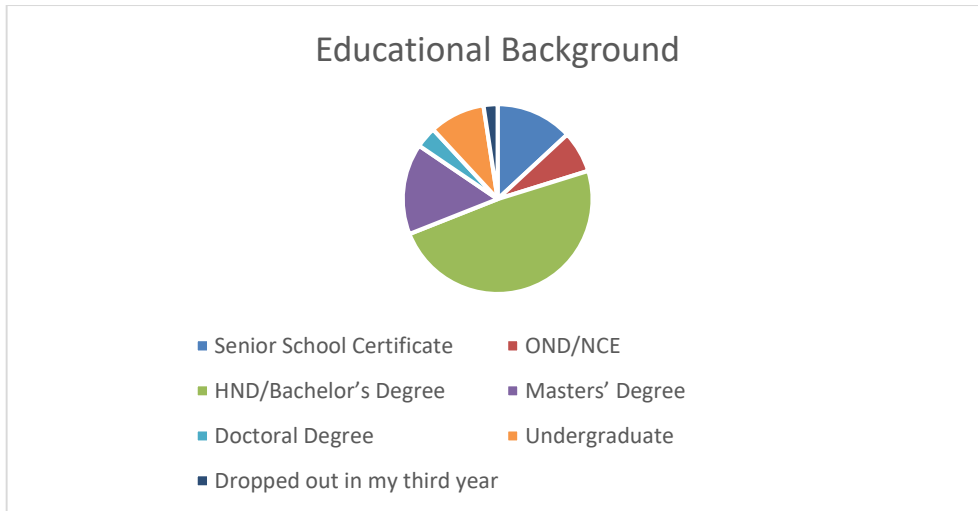


Table 3: Educational background of the respondents

Educational Background	Frequency	Percentage (%)
Senior School Certificate	11	13.1
OND/NCE	6	7.1
HND/Bachelor's Degree	41	48.8
Masters' Degree	13	15.5
Doctoral Degree	3	3.6
Undergraduate	8	9.5
Dropped out in my third year	2	2.4
Total	84	100

Source: Field, 2024

The above table 3 presents the educational background of the respondents. Findings showed that majority of the respondents have HND/Bachelor's Degree, while only very few dropped out in their third year.

Years in Retail Business



Table 4: Years of respondents in retail business

Years in Retail Business	Frequency	Percentage (%)
Less than 1 year	11	12.9
1-5 years	38	44.7
6-10 years	25	29.4
11-15 years	6	7.1

Above 15 Years	5	5.9
Total	85	100

Source: Field, 2024

The above table 4 revealed the years of the respondents in retail business. The results showed that respondents that are less than 1 year in retail business are 12.9%, 1-5 years 44.7%, 6-10 years 28.4%, 11-15 years 7.1%, while those that are above 15 years 5.9%. This shows that majority of the respondents have been in retail business for 1-5 years, while those above 15 years have the lowest frequency.

Data Analysis

Research Question One

Table 4: Model Summary^a

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.885 ^a	.783	.710	2.983

a. Predictors: (Constant), Team Dynamics

b. Dependent Variable: Gender and Leadership

Source: Research Survey, 2024

Model Testing and Interpretation

The result of hypothesis one tested shows that the R correlation coefficient is 0.885 signified that there is a very strong relationship between team dynamics and Gender and Leadership. The degree to which the independent variables explain the dependent variables called coefficient of determination which is represented by R² shows that 78.3% of the variation in Gender and Leadership can be explained by team dynamics. Hence, the Adjusted R² is 71.0%. This explains that the independent variables specified in the model can explain only about 71.0% of the variations in the dependent variable. With the linear regression model, the error of estimate is low with a value of about 2.983. The regression sum of square 96.100 is more than the residual sum of squares 26.700, which means that more of the variation in the dependent variable is explained by the model; hence variation explained that the model is not due to chance.

It is said that auto-correlation assumption is that a succeeding values of the random variable (u) are temporary independent; Auto-correlation usually indicated that an important part of the variation of the dependent variable has not been explained and it is usually dictated by Durbin Watson (DW) statistics. The acceptable value for the Durbin Watson Statistic is 2 but it permits a range of 0.2. The Durbin-Watson Statistic is 1.455 and since it falls within the acceptable range, the model is free from autocorrelation and is reliable. We conclude that the model shows positive serial autocorrelation. Thus, the constant or intercept is -4.500. This implies that when all the model parameters are zero, there will still be an effect of -4.500 on Gender and Leadership. This is accounted for by other factors not specified in the model. Based on above information that the estimated regression model is represented as follows:
 Gender and Leadership = -4.500 + 3.100 Team Dynamics + μ

However, the significance value (p-value) of 0.046 is less than 0.05, the model is significant. Therefore, we conclude that Gender and Leadership do significantly influence team dynamics in a contemporary business environment.

Research Question Two

Table 5: Model Summary^b

Model	R	R Square	Adjusted R square	Std Error of the Estimate
1	.853 ^b	.727	.636	3.578

a. Predictors: (Constant), Organizational Culture

b. Dependent Variable: Gender and Leadership

Source: Research Survey, 2024

Model Testing and Interpretation

From hypothesis two, the R correlation coefficient is 0.853 signified that there is a very strong relationship between Organizational Culture and Gender and Leadership. The degree to which the independent variables explain the dependent variables called coefficient of determination which is represented by R² shows that 72.7% of the variation in Gender and Leadership can be explained by Organizational Culture. Hence, the Adjusted R² is 63.6%. This

explains that the independent variables specified in the model can explain only about 63.6% of the variations in the dependent variable. With the linear regression model, the error of estimate is low with a value of about 3.578. The regression sum of square 102.400 is more than the residual sum of squares 38.400, which means that more of the variation in the dependent variable is explained by the model; hence variation explained that the model is not due to chance.

The auto-correlation dictated by Durbin Watson (DW) statistics is 1.598 and since it falls within the acceptable range, the model is free from autocorrelation and is reliable. We conclude that the model shows positive serial autocorrelation. Thus, the constant or intercept is -4.800. This implies that when all the model parameters are zero, there will still be an effect of -4.800 on Gender and Leadership. This is accounted for by other factors not specified in the model. Based on above information that the estimated regression model is represented as follows:

Gender and Leadership = -4.800+ 3.200 Organizational Culture + μ

However, the significance value (p-value) of 0.066 is less than 0.05, the model is significant. Therefore, we conclude that Gender and Leadership do significantly influence organizational culture in a contemporary business environment.

CONCLUSION

The study examined the impact of Gender and Leadership on team dynamics and organizational culture in a contemporary business environment. Based on the data collected, presented and analysis and the result of the statistical test, the following conclusion are discernible:

Gender and Leadership do significantly influence team dynamics in a contemporary business environment.

Gender and Leadership do significantly influence organizational culture in a contemporary business environment.

The research however recommends that contemporary organizations and multinationals should do their best to promote gender factor in leadership considerations as a way of deepening strong, high valued culture and enhance team collaboration.

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