A Study of the Relationship among Leadership Style, Supervisor's Sex, Subordinate's Gender, Sex Combination of ...

E-mail: 9701103@ mail.dyu.edu.tw

ABSTRACT

Sex and gender are two different words. The former is a biotic word indicating a person being a male or a female, whereas the latter is a psychological or cultural word indicating a person feels masculinity or femininity themselves. Outside appearance of biotic sex always brings a stereotypic perceive awareness. Past studies indicated that a subordinate showed different response and working attitude whenever they facing the male supervisor or the female supervisor. Moreover, some studies use male subordinate or female subordinate of biotic sex to investigate their behaviors and performance in job. Besides, some gender studies also exhibited biotic sex matching in the sex-combination. The present study remained with subordinates' position to probe sex and leadership styles of supervisor in influencing subordinate job satisfaction, whereas in present study were using psychological category, that means gender of subordinate and gender combination of subordinate and supervisor. It is different to past studies. The study made styles of leadership and supervisor sex as the independent variables, subordinate gender and gender combination as moderators and subordinate job satisfaction as dependent variable. The result of the present study showed that supervisor sex, subordinate gender and gender combination had no significant in influencing subordinate job satisfaction. But leadership styles were significant in influencing the dependent variable. Whereas, gender and gender combination had a moderating effect in influencing. These results presented specific characteristics of the respondents. The finding, contribution, limitation and future studies of the present study were discussed in the article.

Keywords : sex ; gender ; gender combination ; leadership style ; job satisfaction

Table of Contents

REFERENCES

Anthony, G. (1997)   (   ) :   Patricia, A. M. (1993)   (   )   :
Robinson, J. P., Shaver, P. R., & Wrightsman, L. S. (1997)   (   )   (
)   :   Susan, A. B. (1998)   (   )(   )   :
(2000)   —

(2000)

(1995)

(2003)

(1996)

(2006)   :

(2005)   A

(2005)   (2005)

(1984)

:   (1996)   :   (1992)

(1996)

(2001)   :

(2004)   (1979)

(2001)

(2001)

—

(2006)   :   (2006)

(2005)

(1995)

(1998)

:   (2001)

(1993)   (   )   :   (1987)

1-4   (2005)

(2000)   :

(1996)

(2003)

(1993)   (2000)

(2004)

(2001)   :   Aven, F., Parker, B., & McEvoy, G. (1993). Gender and attitudinal commitment to organizations: A meta-analysis. Journal of Business Research, 26, 49-61. Bales, R. F. (1950). Interaction Process analysis: A method for the study of small group. Wesley, MA: Addison. Bartol, K., & Butterfield, D. (1976). Sex effects in evaluating leaders. Journal of Applied Psychology, 61, 446-454. Bass, B. M. (1985). Leadership and performances beyond expectations. New York: Free Press. Bass, B. M. (1990). From transactional to transformational leadership: Learning to share the vision. Organizational Dynamics, 18, 19-31. Bass, B. M. (1998). Transformational leadership: Industry, military, and educational impact. Lawrence Erlbaum Associates, NJ: Mahwah. Bass, B. M., & Stogdill, R. M. (1990). Handbook of leadership: Theory, research and managerial applications (3rd ed.). New York: The Free Press, 11-18. Bandura, A. (1971). Analysis of modeling processes. Chicago: Aldine-Atheron, 78-96. Bem, S. L. (1981). Gender schema theory: A cognitive account of sex typing. Psychology Review, 88, 354-364. Berscheid, E., & Walster, E. (1969). Interperonal attraction. Addison-Wesley, MA: Reading. Bryman, A. (1992). Charisma and leadershipin organizations. Lond: Sage. Burns, J. M. (1978). Leadership. New York: Happy and Row. Byrne, D. (1971). The attraction Paradigm. Academic Press, New York: Mahwah. Campbell, D. J., Bommer, W., & Yeo, E. (1993). Perceptions of appropriate lerdership style: Participation versus consultation across two cultures. Asia Pacific Journal of Management, 10(1), 1-19. Cann, A., & Siegfried, W. D. (1990). Gender stereotypes and dimensions of effective leader behavior. Sex Roles, 23, 413-419. Daft, R. L. (2001). Organization Theory and Design. Ohio: South- Westen Publishing. Davis, R. C. (1951). The Fundamental of Top Management. New York: Happer and Row. Eagly, A. H. (1987). Sex differences in social behavior: A social-role interpretation. Erlbaum, NJ: Hillsdale. Eagly, A. H., & Johannesen-Schmidt, M. C. (2001). The leadership styles of women and men. Journal of Socal Issues, 57, 781-797. Eagly, A. H., & Johnson, B. T. (1990). Gender and leadership style: A meta-analysis. Phychologteal Bulletin, 108, 233-256. Eagly, A. H., Karau, S. J., & Makhijani, M. G. (1995). Gender and the effectiveness of leaders: A meta-analysis. Psychological Bulletin: Washington, 117(1), 125-145. Eagly, A. H., Makhijani, M. G., & Klonsky, B. G. (1992). Gender and the evaluation of leaders: A meta-snalysis. Psychological Bulletin: Washington, 111(1), 3-22. Eagly, A. H., Wood, W., & Diekman, A. B. (2000). Social role theory of sex differences and similarities: A current appraisal. In Eckes, T., & Trautner, H. M. (Eds.). The developmental social psychology of gender, 123-174. Mahwah, NJ: Lawrence Erlbaum Associates, Inc. Gilligan, C. (1995). Hearing the difference: Theorizing connection. Hypatia: A Journal of Feminist Philosophy, 10(1), 120-127. Graddick, M., & Farr, J. (1983). Professionals in scientific disciplines: Sex-related differences in working life commitments. Journal of Applied Psychology, 68, 641-645. Gutek, B. A., & Morasch, B. (1982). Sex ratios, sex-role spillover and sexual harassment of women at work. Journal of Social Issues, 38(4), 55-74. Haccoun, D. M., Sallay, G., & Haccoun, R. R. (1978). Sex differences in appropriateness of supervisory styles: Non-management view. Journal of Applied Psychology, 63, 124-127. Hackman, M. Z., Furniss, A. H., Hills, M. J., &

Paterson, T. J. (1992). Perceptions of gender-role characteristics and transactional leadership behaviours. Percptual and Motor Skills, 75, 311-319. Hamilton, P. (1993). Running in place. Dun and Bradstreet Reports, 42, 24-27. Herzberg, F. (1959). The motivation to work. John Wiley. Hulin, C. L., & Smith, P. C. (1964). Sex differences in job satisfaction. Journal of Applied Psychology, 48, 88-92. Huston, A. C. (1983). Sex-typing, Handbook of children psychology, New York: Wiley. Jago, A. G., & Vroom, V. H. (1982). Sex differences in the incidence and evaluation of partcipative leader behavior. Journal of Applied Psychology, 67, 776-784. Kaldenberg, D., Becker, B., & Zvonkovic, A. (1995). Work and commitment among young professionals: A study of male and female dentists. Human Relations, 48(11), 1355-1377. Kirchmeyer, C. (1998). Determinants of managerial career success: Evidence and explanation of male/female differences. Joural of Management, 24, 673-692. Kohlberg, L. (1996). Cognitive stages and preschool education. Human Development, 9, 5-17. Kramer, R. M. (1989). When the going gets tough: The effects of resource scarcity on group conflict and cooperation. In Lawler, E., & Markovsky, B. (Eds.). Advances in group processes, 7, 151-177. Greenwich, CT: JAI. Locke, E. A. (1976). The nature and causes of job satisfaction. In Dunnette, M. D. (Ed.). Handbook of industrial and organiza- tional psychology , 1297-1349. Chicago: Rand McNaIIy. McAllister, D. J. (1995). Affect and cognition based trust as foundations for interpersonal cooperation in organizations. Academy of Management Journal, 38(1), 24-59. Mowday, R. T., Porter, L. W., & Steers, R. M. (1982). Employee-organization linkages: The Psychology of commitment, absentism, and turnover. San Diego, CA: Academic Press. Mosley, F., & Larochelle, D. R. (1995). Transformational Leadership and job satisfaction. Nursing Management. Nahavandi, A. (2000). The Art and Science of Leadership. Upper Saddle River, NJ: Prentice Hall. Northouse, P. G. (1997). Leadership: Theory and Practice. Thousand Oaks, CA: Sage Publications. Pelled, L. H., & Xin, K. R. (1997). Birds of a feather: Leader-member demographic similarity and organizational attachment in Mexico. Leadership Quarterly, 8(4), 433-450. Powell, G. N., Butterfield, D. A., & Parent, J. D. (2002). Gender and managerial stereotypes: Have the times changed? Journal of Management, 28(2), 177-193. Price, C. J., & Wulff, S. S. (2005). Does sex make a difference? Job satisfaction of television network news correspondents. Women's Studies in Communication Los Angeles, 28(2), 207-234. Ragins, B. (1991). Gender effectis in subordinate evaluations of leaders: Real or artifact? Journal of Organizational Behavior, 12(3), 259-268. Ritzer, G. (1972). Man and his work: Conflict and change. New York, NY: Prentice-Hall. Robbins, S. P. (1995). Organization Behavior. Prentice Hall. Rojahn, K., & Willemsen, T. M. (1994). The evaluation of effectiveness and likeability of gender-role comgruent and gender-role incongruent leaders. Sex Roles, 30(1), 109-119. Ross, S. M., & Offermann, L. R. (1997). Transformational lerders: Measurement of personality attributes and work group performance. Personality and Social Psychology Bulletin, 23(10), 1078-1087. Schein, V. E. (1973). The relationship between sex role stereotypes and requisite management characteristics. Journal of Applied Psychology, 57, 95-100. Schein, V. E. (1975). Relationships between sex role stereotypes and requisite management characteristics among female managers. Journal of Applied Psychology, 60, 340-110. Schein, V. E., Mueller, R., & Jacobson, C. (1989). The relationship between sex role stereotypes and requisite management characteristics among college students. Sex Roles, 20, 103-110. Schwartz, F. (1989). Management women and the new facts life. Harvard Business Review, 67, 65-76. Scott, D. (1983). Trust differences between men and women in superior-subordinate relationships. Group and Organization Studies (pre-1986). Beverly Hills, 8(3), 319-337. Seashore, S. E., & Taber, T. D. (1975). Job Satisfaction Indicators and Their Correlation, American Behavior (7th ed.). Scientist, 18, 346. Singh, P., Finn, D., & Goulet, L. (2004). Gender and job attitudes: A re-examination and extension. Women in Management Review, 19(7), 345-355. Smith, P., Smits, S., & Hoy, F. (1998). Employee work attitudes: The subtle influence of gender. Human Relations, 51, 649-666. Tajfel, H. (1978). Differentiation between social groups. New York: Academic Press. Tannenbaum, R., & Schmidt, W. H. (1973). How to choose a leadership pattern. Harvard Business Rnview, 5, 162-180. Thornton, A., & Freedman, D. (1979). Changes in the sex role attitudes of women, 1962-1977. American Sociological Review, 44, 831-842. Trinidad C., & Normore, A. H. (2005). Leadership and gender: A dangerous liaison? Leadership and Organization Development Journal, 26(7), 574-590. Tsui A. S., & O'Reilly, C. A. III (1989). Beyond simple demographic effects: The importance of relational demography in superior- subordinate dyads. Academy of Management Journal, 32, 402-403. Tsui, A. S., Xin, K. R., & Egan, T. D. (1995). Relational demography: The missing link in vertical dyad linkage. In Lackson, S. E. & Ruderman, M. N. (Eds.). Diversity in work teams. Washington, DC: APA. Turner, J. C. (1975). Social comparison and social identity: Some comparisons for intergroup behavior. European Joural of Social Psychology, 5, 5-34. Vecchio, R. P., & Bullis, R. C. (2001). Moderators of the influence of supervisor-subordinate similarity on subordinate outcomes. Journal of Applied Psychology, 86(5), 884-896. Voydanoff, P. (1979). Perceived job characteristics and job satisfaction among men and women. Psychology of Women Quarter, 4, 177-186. Wood, W., Christensen, P. N., Hebl, M., & Rothgerber, H. (1997). Conformity to sex-typed norms, affect, and self-esteem. Journal of Personality and Social Psychology, 73, 523-535. Wrightsman, L. S. (1974). Assumptions about human nature: A social psychological approach. Monterey, CA: Brooka/Cole. Yukl, Gary. A. (2001). Leadership in Organizations (5th ed.). Pretice- Hall, Inc., Upper Saddle River, New Jersey, 07458.