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The study of female employee's leadership approach in Bamyan University

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Abstract

The aim of this study is to discover the female leadership style at the Bamyan University. In this research, the qualitative approach is used as the research tool. The participants of this research were eight women, who have had the experience of working in various positions, chancellor of the University, Women heads of departments and committee managers. The information is gathered through interviews and the data is analyzed by coding. The result of the research showed that women predominantly may pursuit transformational leadership approach if they are given more opportunity to work in key positions at Bamyan University. The predominant women's approach toward work is "Transformational Leadership", which indicates if women are given more opportunities, they are able to foster more effective development in Bamyan University.

Keywords: leadership style, female's leadership, Bamyan University

1. Introductions

Nowadays, women's management not only in developing countries but also in developed countries is an important issue that has been of interest to scholars in various fields. On a global scale, international organizations pay a particular attention to the role of women in decision-making in different countries. Therefore, the issue of women especially their participation in decision-making and high-level positions has always been considered (Tagizadeh and Shakeri Golpayegani, 2015) [16].

Traditionally, the pursuit of a career and the possibility of a high position in society was a man's job. Men were likened to being the pillar or backbone of the family. Although many women undertook waged work, historically, they occupied roles of a lesser status in the workplace (Mak 2013) [9].

Explanations arising from prior research pinpoint a range of sociocultural barriers that may explain women's underrepresentation in leadership, specifically male-dominated networks, social stereotyping, gender discrimination in promotion and work overload due to dual work and family responsibilities (see (Zhang 2005, 2010; Huang and Aaltio 2014)) [17, 18, 5].

Even in contexts such as education where women often outnumber men, prototypes of leaders are predominantly male and so are the scripts that set the norms of associated attributes and characteristics for leaders (Eagly and Karau 2002) [3].

A situation of this kind fosters a masculine Discourse of leadership where leadership is viewed as male gendered, and this interplays with historical and cultural Discourses of gender that foster an idealized image of women as caring housewives and mothers (Fairhurst 2009) [4].

Bamyan University was established in 2004/1383. It hasn't been long since the university has started its activities. About 8 percent of the university employees are women who are experienced in leadership and management in different fields, but there has not been any research to explore/ measure their leadership and management skills. Therefore, this research aims to study women's leadership and management style and its contribution to the university development.

2. Conceptual framework

Studies confirm that gender is especially pertinent to cultural scripts for women (Lindsey 2015) [8], such that gender Discourse is infused with historical and cultural patterns of thought regarding the category 'women' and this may shape and constrain the identity work of women who transgress social norms by entering professions not stereotypically associated

with the category 'woman'.

Eagly and Karau (Eagly and Karau 2002) [3] argue that because of perceived incongruity between the female gender role and leadership role women may be evaluated less favorably as potential occupants of leadership roles and leadership behavior may be evaluated less positively when enacted by a woman.

2.1 Modern theories of leadership

In the modern organization world it is expected that many organizations, through the restructuring and the identifying modern leadership styles, move towards the innovation and creativity which are necessary in the current century so that they can meet the psychological needs of people in the organization. Recent researches carried out in relation to leadership, have remarked both transformational and transactional leadership styles. All the traditional leadership styles are expressed in the framework of these two types of leadership styles (Zarostrian *et al.*, 2009) [19]. Bernard Bass's transformational and transactional theories are defined by different elements that are described in details below.

2.1.1 Transactional leadership style elements

According to Bass, the traits of transactional leaders can be defined based on four elements as the following:

- A) Contingent reward: Transactional leaders consider their relationship with subordinates as a set of contracts, deals or service-rewards tradeoffs. The rewards are based on the performance. They recognize the performances and are committed to providing rewards for favorable performances.
- B) Management-by-exception active: These leaders actively monitor the subordinates' behavior. They are careful that everything is according to standards and regulations and implement disciplinary actions in case there is any deviation.
- C) Management-by-exception (passive): These leaders are likely to intervene only when there is a deviation from standards. In other words, despite the previous Group that actively monitor the subordinates' behavior, this group do not implement any disciplinary action as long as there is no error, however, as soon as there is any mistake the Trespassing employee is punished.
- D) Laissez- faire: These leaders relinquish the responsibility and don not make any decisions.

2.1.2 Bernard Bass's transformational leadership style elements

As it was stated, transformational leaders have high level goals and ideas. They lead the organization into the future very different from the past. According to Bernard Bass's model transformational leadership is based on four elements: idealized influence, intellectual stimulation, inspirational motivation and individualized consideration.

- A. Idealized influence: idealized influence is a charismatic character of a transformational leader and describes the leaders who are capable of being role models to their followers. These leaders can create an interesting image of themselves in people's mind and are deeply respected and trusted by their followers (Bass and Steidlmeier, 1999) [1]. Idealized influence is described in two types: attributed and behavioral.

Attributed idealized influence

- Instilling pride, trust, and respect in followers to be associated with the leader.
- Defining the goals beyond personal interest. Emphasizing the importance of having a collective sense of mission.
- Sacrificing personal interests for the group
- Assuring the followers that problems will be solved.

Behavioral idealized influence

–Speaking about their ideals and beliefs, stressing the importance of having a strong sense of purpose, paying attention to the moral and ethical effects of decisions, supporting the exciting new features, discussing the importance of trust in each other (Mooghali, 2002) [11].

- B. Intellectual stimulation: According to Bass and Steidlmeier Bass and Steidlmeier (1999) [1]: "The intellectual stimulation of transformational leadership incorporates an open architecture dynamic into processes of situation evaluation, vision formulation and patterns of implementation. Such openness has a transcendent and spiritual dimension and helps followers to question assumptions and to generate more creative solutions to problems." Two constant features of intellectual stimulation include: rationality and solving the problem. intellectual stimulation includes the following behaviors:
 - Searching for different perspectives when solving problems.
 - Enjoining to Self-reliance and accuracy in solving problems. – Getting others to look at the issues from different angles (Mooghali, 2002) [11].
 - Delegating responsibility and authority to followers.
- C. Inspirational motivation: increasing follower's motivation which is achieved by appealing to subordinates' feelings. Inspirational motivation emphasizes on feelings and emotions not on daily interactions between leaders and followers. Inspirational motivation includes the following behaviors:
 - Speaking optimistically about the future, speaking passionately about what is needed to do. Expressing an interesting and attractive perspective of the future, expressing confidence that objectives will be achieved, presenting a dramatic image of what should be considered and taken into attention, standing against the controversial issues.
- D. Therefore inspirational leaders through the communicating with people and understanding their emotions and arousing their feelings try to motivate their followers via discussion and debating. They are activity oriented and try to make followers aware of the causes and reasons for the desired ideals (Mooghali, 2002) [11].
- E. Individualized consideration: This means that leader personally attends to problems. They pay special attentions to each of employees and subordinates. In fact they act as a mentor or coach and mention the necessary recommendations, which represents the level of attention and support to followers. Individualized consideration indicate the efforts on the development of followers' potential capacities (Bass and Steidlmeier, 1999; Robbins and Judge, 2014) [1, 1].

Generally, individualized consideration includes the followings:

- Treating others as individuals not just as group members – Attention to people as the source of needs – Listening carefully to the interests and wishes of others and supporting them (Mooghali, 2002) ^[11].

3. Review of Literature

Leadership approaches are expanding to include more plural and inclusive forms of leadership (Denis, Langley & Sergi, 2012) ^[2]. Previous research has shown that informal exclusion, devaluation, and marginalization can function to exclude women from the academic enterprise (Maranto & Griffin, 2011; Nguyen, 2012) ^[12, 14].

Previous research also suggests that adding one or two women may not be enough to reap the benefits of difference, and argue that a more substantial amount of representation is needed (Konrad, Kramer, & Ekert, 2008) ^[6].

While flexible work provides more options for where and when individuals work, it does not always address workload issues; an issue particularly pronounced in academia because of the promotion and tenure system which is routinely timed. If a faculty member does not achieve tenure within the allotted time he or she could be out of a job during the early stages of one’s career. Exacerbating the need for new ways of thinking about and organizing work is the increasing work demands on leaders and administrators in general. In light of these increasing demands, one study indicated that women administrators are more likely than men administrators to identify an overwhelming workload as a major dilemma (Kochan, Spencer, & Matthews, 2000) ^[7].

4. Methodology

In this research the qualitative method is used and in order to focus more and to study better some of the female leadership in the Bamyán University were selected as the research’s case studies. The information were collected using the triangulation method. Triangulation is one of the most common strategies to enhance the credibility of qualitative studies (McMillan, 2004) ^[10]. Statistical population includes the president of the university and female heads of departments and committee managers. In fact, the Statistical population of this research were eight women. Before the official implementation of the interviews, the questions were drafted and a pilot interview, about which issues to be followed, was conducted with one of the managers. A number of 9 questions were allocated to the managers and the data is analyzed by coding.

5. Results and Discussion

The theoretical basis of these components are Bernard Bass’s transformational and transactional leadership style elements. Bass divided leaders into transformational and transactional. The four elements of transformational leadership style are idealized influence, intellectual stimulation, inspirational motivation, individualized consideration. Transactional leadership elements are contingent reward, management by exception (active) and management by exception (passive). To answer the research question, the interviews were conducted with managers and employees separately.

Matrix 1 presents a summary of the managers’ answers to questions in relation with the components of transformational and transactional leadership styles.

Table 1: The managers’ answers to the questions about components of transformational and transactional leadership styles

Questions	The manager 1	The manager 2	The manager 3	The manager 4
1	engaging and consulting with people, being a coordinator	being righteous and paying attention to the duties	being in the service of the organization	being in the service of developing, deepening and improving the quality of the organization
2	Using fairness, justice and intimacy to gain the trust of people	listening to others and gaining the trust of people	being honest and confident	Being Hones and respecting the interests of people in the organization to gain their trust
3	faith, integrity, consensus, setting a precedent, convincing people and being	being knowledgeable and honest, selecting the correct target the right in the way of God that leads to human growth and excellence	responsible faith, expertise and commitment	fairness, not paying attention to flattery and appreciation, pure intentions and discipline
4	honestly and firmly going to make major changes	Spreading the justice by people helping and being open to criticism	Paying attention to the results of our remarks	acting firmly based on justice
5	reaching mutual understanding and convincing people through the recognition of individual	explaining honestly, calmly and respectfully, call for recognition	gaining the trust of people by approaching them	asking for consultation with the people, refusing the boss and subordinate relationship
6	having a bright future is dependent on the ability to change some strict rules	fairness, not paying attention to flattery and appreciation, pure intentions and discipline	having a bright future is dependent on using the young	having a bright future is dependent on the individuals everything is dependent on the individuals
7	I do not believe in material rewards for working material	I believe in moral and material incentives	I believe in moral and material incentives	incentives are not very important
8	I believe in open-door policy	I believe in open-door policy	open-door policy a manger has to be accessible as much as possible	I believe in open-door policy
9	believe in differences between men’s and women’s leadership	I believe in differences between men’s and women’s leadership	I do not believe in gender demarcation in management	I believe in differences between men’s and women’s leadership

Table 1: (continuation)

Questions	The manager 5	The manager 6	The manager 7	The manager 8
1	It should be fair	I do not judge from one side, I usually work collaboratively	I am looking for collaborative style but the staff are not prepared	considering the rectitude
2	risk taking	the ability to communicate well being consistent and shifting the	stuff in the organization	establishing consistency, patience and tact
3	honesty, tolerance, considering people's problems	the ability to themselves, individuals and the rules of the organization	being a symbol, being law-oriented and avoiding relationship	patience and tact
4	Solving problems through communicating well, talking to people and being strict	I am looking for solutions, avoiding emotional conflicts	Shifting the staff, being resistance to change and being consistent	being firm about what you know is right
5	avoiding command and prohibition and refusing the boss and subordinate relationship	by establishing an intimate relationship, consultation and participation	negotiating and standing against them in case they are not satisfied	Transparency, explain, resolve
6	the progress depends on everyone's cooperation, the future is good	the future is already bright it only need some atmosphere and advertisement	a better future depends on further efforts for the rule of law and transparency	cultural problems
7	I believe in both moral and material incentives	I believe in both moral and material incentives	I believe in moral incentives	I believe in both moral and material incentives
8	I do not believe in open-door policy	I do not believe in open-door policy due to the Prevailing conditions	I believe in open-door policy	I do not believe in open-door policy
9	I believe in differences between men's and women's leadership	I believe in differences between men's and women's leadership there are cultural issues	I believe in differences between men's and women's leadership	there are individual and cultural issues

This qualitative research, aimed at studying female Leadership and management styles and skills in Bamyan University. Two types of leadership are being assessed through 9 questions from 8 women who have experienced as university chancellor, head of department and committee manager. The research reveals women are using transformational leadership style which their mentality and will are toward development (the sentence is not clear). All of the managers who tended towards the transformational leadership had about 8 to 16 years of experience in higher education as well as having had the knowledge and attitude required for an effective manager.

According to the analysis carried out between 8 samples, Included 4 components of transformational leadership style (individualized consideration, inspirational motivation, intellectual and stimulation idealized influence) women were oriented to transformational leadership style. In addition, the manager code 6 was oriented to transactional leadership style (laissez - faire management by exception (passive) management by exception (active) contingent reward). Therefore, it was concluded that women tend more towards the elements of transformational leadership style. In the cases women were following transactional leadership style and they showed a tendency to the contingent reward component.

The result of the research showed if the Ministry of Higher Education and the Directorate of Bamyan University provides them with more opportunities, they would be able to develop, improve, and bring changes in Bamyan University.

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