

1 Study of the Leadership Styles Considering Gender Differences

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6

7 **Abstract**

8 This work presents gender differences within the Blake and Mouton (2000) model. The
9 scenario is the labor market in the metropolitan region of Belo Horizonte (Brazil), where
10 equally female and male leadership styles are compared. This is a research field of quantitative
11 character (survey), of 102 executives, both men and women. The results indicate that the
12 female leadership style is similar to the male. Both have the dominant style of the Country
13 Club, which is characterized by careful attention to the needs of the subordinates, and a
14 strong emphasis on people. However, women have as subdominant style guidance for staff,
15 where predominates the balance between concern for production and people, while men
16 interact in the impoverished style, with low concern for production and people. Search results
17 recommend new agenda addressing impacts of cultural values in the style of female leadership.

18

19 **Index terms**— leadership style, female leadership, blake and mouton model, gender, knowledge, skills and
20 attitudes.

21 **1 Introduction**

22 The new technologies have promoted deep changes in the business world. Despite many achievements, humanity is
23 still experiencing economic and social contrasts. Technological advances have accounted for new job opportunities,
24 higher performance, higher profitability, better results, but also generated unemployment and adversely affect
25 the quality of life according to Chiavenato and Matos (2002).

26 The great dilemma of contemporary society is to understand that there will be no social and economic
27 development with justice if there are not equal opportunities for men and women. No vision of progress may
28 waive this condition of freedom, according to Beauvoir (1997).

29 Women, by their transformative style, find out the potential of people, establishing partnerships align the
30 differences, and can obtain the commitment of the team. This type of leadership is essential for new millennium
31 organizations. In order to ensure business continuity, companies need professionals with ability and skill to dare
32 and to anticipate market demands, according to Drucker (2001).

33 As consequence of technical world, people have become hostages of the deep structures and habits over which
34 they have not true consciousness. It is necessary to review the existing leadership styles and the prevailing powers
35 that disconnect the emotions, the "how" of the intellect (rational form).

36 In this context the inequality of opportunities in the most senior levels of companies, focused in particular
37 on gender, has been studied in several countries. Subject matter experts have contributed to the enrichment of
38 the topic within organizations and identified the impact on business results. It is suggested that the leadership
39 turned to the genre brings some important considerations.

40 Thus, authors such as Delgado and Cappellin (2000), argue that the role of women in society should be
41 discussed not only in terms of the labor market, but within a broader perspective of democracy and a strategic
42 vision to minimize social exclusion. The share of women, especially in the last century, it was important for the
43 social democracy, which has the gender equality as principle, Beauvoir (1997). For this author, after the process
44 of emancipation of women, the society and especially the organizations have gained a more human dimension,

4 A) HISTORICAL OVERVIEW OF THE SEVERAL LEADERSHIP APPROACHES

45 and both recognize the differences between genders. It was created new ways for a innovate complementarity of
46 gender.

47 In this perspective, this study aimed to identify whether gender differences are related to the different leadership
48 styles of managers in managerial level. So, we conducted a field survey of interpretative and quantitative character,
49 with a sample of 102 executives, men and women in positions of leadership in the metropolitan region of Belo
50 Horizonte (Brazil).

51 2 II.

52 3 Theoretical Review

53 This work presents a historical overview of the several leadership approaches, starting with the characteristics
54 and traits, behavior, style, contingency (situational) approach, Neo-charismatic approach, with greater focus on
55 Blake and Mouton model (Managerial Grid).

56 4 a) Historical Overview of the Several Leadership Approaches

57 Of interest to scholars throughout the 20th century, the trait approach was one of the first systematic attempts
58 to study leadership. Trait is considered a quality or characteristic of distinct personality. In this conception,
59 leaders are the ones who have some specific personality traits that distinguish them from other people.

60 It is also known as leadership approach of "Great Man", advocated by Carlyle (1795-1881) (Carlyle, 2001) to
61 explain the progress of the world was the product of personal achievements of some people who dominate the
62 history of humanity. Each author specifies some personality traits that define a leader: to Tead, cited by Lewin
63 et al. (1951) , the leader must have physical and nervous energy, a sense of direction and enthusiasm, integrity,
64 control, decision, intelligence, an ability to teach and faith; while for Barnard (1948), the leader needs to have
65 perception, knowledge, good memory, creativity, persistence, patience and courage. Since Walt and Doty (1954)
66 also cited by Lewin et al. (1951), believe that the main features of the leaders are flexibility, need for achievement,
67 positivism and reliable ethical standards.

68 Although some common attributes were discovered, much of this research is contradictory (Stogdill, 1979). For
69 many researchers, it was proved, for example, that there is no relationship between the five personal characteristics
70 attributed to the leader, such as intelligence, dominance, self-confidence, high levels of energy and activity, and
71 the real facts of the exercise of leadership. A feature of this approach is the failure to consider the relationship
72 with subordinates, or the situation in which the events occur. In it, only the figure of the leader is considered.

73 Tannenbaum, Weschler and Massarik (1972) cite the work of Gouldner (1950), who analyzed a series of
74 investigations based on this theoretical model of leadership, supporting arguments for a conclusion that there is
75 no reliable evidence as to the existence of universal features of leadership.

76 To Reddin (1981), it is not the opinion of traits that is wrong, but the absence of an approach that shows
77 which traits are important in specific managerial situations.

78 According to Serpa (1990) , after the failed attempt of the leadership explanation from the identification of
79 the leader's traits, researchers began to direct their attention to the behavior, which set a second approach, the
80 approach behavioral.

81 According to Chelladurai and Riemer (1997), Behavioral Approach led many researchers to focus on what a
82 leader does to contribute to group performance and satisfaction. The focus has shifted from individual attributes
83 of leaders for their behavior, to the effectiveness in the direction of their followers.

84 Second Reddin (1981), the main leadership studies were conducted in Ohio Universities, Michigan and Harvard.
85 In the late 40's and early 50's, several surveys were conducted at Ohio University and culminated with the
86 publication of a series of works by the "Bureau of Business Research" of the university itself. The basic finding
87 of this study was the identification of leadership through two independent factors, called "initial structure"
88 basically which focus on the routines, obligations and methods and to the establishment of standards. The
89 other was called "consideration" that reinforces the leader's behavior for friendship, emphasizing interaction and
90 individual growth. The study of leadership advancement, these behaviors have been given a new configuration,
91 with other terminologies: Task-oriented and Relationshiporiented leadership. Both involve different behaviors
92 that can be effective or ineffective depending on the situation, according Maximiano (2000).

93 The studies of Blake and Mouton (1972), (1976), and (2000), pioneers of organizational development, using
94 knowledge of behavioral and based on 45 years of research science, have developed an integrated system that
95 represents a breakthrough in organizational development. This is the Managerial Grid, which provides a
96 comprehensive framework for understanding the process of leadership and organizational behavior, allowing
97 the analysis of the various styles of leadership and it is able to personal growth or personal development through
98 selfdevelopment.

99 These researchers developed a model of leadership approach, based on a two-dimensional view, which promotes
100 the effectiveness of leaders. This study, called Managerial Grid, includes five different types of leadership, and
101 as a backdrop on one hand the concern for results (task) and the other concern for people (relationship). The
102 managerial grid is formed by two axes: vertical -concern for people; and horizontalconcern for production. The
103 shafts are divided into a scale of 9 points, resulting in 81 types of subordinates. The goal is to achieve the style
104 (9.9), considered as level of excellence Blake and Mouton (2000). Fig. 1 illustrates the Managerial Grid.

105 It is observed in the Fig. 1 the five types of leadership that show significant differences in managerial
106 performance. In coordinate (1.1) -Impoverished Style, there is the combination of minimum concern for people
107 with low emphasis on production. Have coordinate (1.9), in the upper left corner of the figure, that shows
108 the management Country Club Style, which demonstrates the utmost concern for people and low emphasis on
109 production. This style requires careful attention to the needs of relationships, producing a friendly and
110 comfortable work pace. The style (9.1), also known as task management emphasizes authority and obedience.
111 Concern for people is minimal, whereas with the production is maximal. The fourth managerial style known as
112 management team is located in coordinate (9.9). This style is considered by the authors of the managerial grid as
113 a model of excellence, considering that it produces an environment of trust and respect between people, without
114 losing sight of organizational goals, increasing levels of involvement and commitment. The central position of
115 the grid (5.5) depicts the approach of middle ground, which requires reaching an adequate performance of the
116 organization through the balance between the need of work and maintaining morale of people at a satisfactory
117 level manager. Thus, the model of Blake and Mouton (2000), provides a reference for analyzing the management
118 style emphasizing that the effectiveness of management lies in the ideal combination of both personal factors as
119 those dedicated to production. In order to encompass both the quantity and the quality, concern for production
120 may be disclosed in scope and in the wisdom of the decisions, or the quality and effectiveness of services provided
121 by the staff.

122 It is worth mention another leadership approach named The Situational or Contingencial approach (Hersey, P.
123 & Blanchard, K. H., 2011). The model of Hersey and Blanchard (2000) considers the interaction of three main
124 factors: the guidance and direction offered by the leader; the level of socio-emotional support provided by the
125 leader; and the degree of clearance of whom is being mentored (the follower) to fulfill a specific task. These three
126 factors are present in any leadership situation, and can be understood by people of any culture. According to
127 those authors, the worker maturity is related with the knowledge and capacity technical to do something, while
128 the psychological maturity refers to the willingness or motivation for achievement. However, these dimensions of
129 maturity should be considered only in relation to a specific task to be performed (Hersey, P. & Blanchard, K.
130 H., 2011). The leadership style that the leader should adopt with individuals or groups depends on the maturity
131 level of the person to be influenced, as shown in Fig. 2. The model of Hersey and Blanchard (2011) recommends
132 the maturity of the followers as the main feature of the situation. This main idea is divided into four forms of
133 leadership, as shown in Fig. 2, such as, sale or telling, selling, participating and delegating. Note the presence of
134 four maturity levels of followers: low (M1), low to moderate (M2), moderate to high (M3) and high (M4).

135 Those authors also claim that a more mature follower requires less intense use of the authority imposed by the
136 leader and a greater orientation relationship. Hersey and Blanchard (2011) believe that the maturity of a follower
137 is the main feature of the situation faced by a leader. It is also important to highlight the studies of Hersey and
138 Blanchard (2011) which show that there is no ideal leadership style. The more leaders can adapt their behavior
139 to the circumstances with which they are dealing, the greater their power to influence. In Situational Leadership,
140 the readiness of the follower is defined as the intensity with which he is demonstrating his willingness to perform
141 a specific task Hersey & Blanchard (2011).

142 The Neo-charismatic approaches to leadership according to the thinking of contemporary authors, emphasizing
143 new approaches that consider transactional aspects and transformational. The leader of the century, according
144 to Covey (2002), is a professional able to develop a culture based on principles or a system, showing courage and
145 humility to learn and grow continuously. The effectiveness of leadership follows the line between personal and
146 professional life. Leaders with vision, courage and humility learn how to learn, and grow continually, and will be
147 an instrument of transformation.

148 Transactional leadership is as an exchange process, where it works for specific rewards, which can be either
149 economic, political or psychological (Burns, 1978). This is one of the most common forms of leadership in
150 organizations Avolio et al. (1991). They established how should be done and the reward that employees will
151 receive if achieving success Avolio et al. (1991).

152 Several studies show the effectiveness of transactional leaders in maintaining performance levels of organizations.
153 It is not expected that this style will lead the subordinates to exceed expectations with respect to its
154 performance, but to maintain performance within the expected Sarros and Santora (2001).

155 Opposed to the transactional approach, transformational leadership provides an environment favorable to the
156 development of the potential of the followers, encouraging performance improvement and promoting excellent
157 organizational climate. This type of leadership seeks to increase awareness of the group or organization, ensuring
158 individual growth of people, aligning individual and organizational expectations Bass and Avolio (1994). In their
159 perception, transformational leaders are visionary, inspirational, and imbued with ideals and targets. They are
160 capable of causing intense emotions in their followers.

161 The current emphasis on transformational leadership intensifies attention to the issue. It is seen as the leader's
162 ability to establish a vision and communicate it enthusiastically and lead the way, inspiring the group to find
163 new opportunities and overcome challenges.

164 This paper used the theoretical framework model of Blake and Mouton (1976), for although his studies have
165 commenced with the behavioral theory, he develops his research for Situational approach when considering that
166 the styles may vary according to the context.

167 5 b) Origins of Studies on Female Leadership

168 In studying the female leadership style, it is necessary to talk about gender issues, because to build a socially
169 responsible company, we must ensure equity and diversity. These are some of the main challenges of contemporary
170 organizations. It is understood by all that gender roles are assigned to men and women, in respect to constraints
171 that society devotes to them. The senses are socially attributed to being male or female in a certain society and
172 at a particular historical moment, according to Pandjtarjian (2006).

173 To Reszecki (2001), it is important to work the diversity and understand the profile of the people in the
174 organization to achieve better management. Thus, one can enjoy the many features of these groups to gain a
175 competitive advantage in the organization. The diversity, based on gender, has been research component in many
176 countries. Among the major social transformations, the tendency of organizations is in this scenario include the
177 flexible journey, distance working and the availability of child care, since most women need today is to reconcile
178 work with family (Sina, 2005).

179 According to Rocha-Coutinho (1994), the women's movement, which had its origin in western world in the
180 19th century, had its breakthrough in the 30s and has intensified since the 60s, when women began to claim
181 rights and roles in public and private spheres. There were achievements and challenges in this scenario. The
182 20th century was marked by the growth of women's leadership in various social areas. Thousands of local and
183 regional processes that lead to this result brought to light the need to revise the forms of human society and
184 social organization, in order to ensure women and men equal relationships, and social organizations, with less
185 authoritarian and hierarchical forms to exist.

186 In the Europe and North America the two world wars caused the entry of women into the labor market in the
187 first half of the 20th century. In the Brazil, women's entry into the world of work was slower until the 70s, when
188 it began to grow rapidly. In the 90s the participation of women in labor market has almost doubled from 21%
189 to 42.7% of the economically active population (PEA). This is equivalent to 33 million workers according to the
190 Brazilian Institute of Geography and Statistics (IBGE, 2004). In the 2000s, the percentage of working women
191 represents approximately 60% of the active population. According to studies conducted by the International
192 Labour Organization (ILO), this rate is similar to that of countries like England, Germany, Russia and Austria.
193 In the United States and Switzerland, the proportion of workers is higher. In these countries the percentage of
194 female labor reaches 63%, below the Norwegian and Swedes that point to a stake of more than 64% indicators. In
195 the case of countries like China and South-Central Africa region, the number of working women is high, though,
196 the hand-to-female work force is found concentrated in the agricultural sector, data from the Ethos Institute
197 ???2003). In a recent study, according to the Ethos Institute, women's participation in the labor market increased
198 from 6% to 10.6% in 2005 (Instituto Ethos, 2005).

199 In the metropolitan region of Belo Horizonte, where the data of this study were collected, female participation in
200 the labor market is 50.5%, according to the Departamento Intersindical de Estatística e Estudos Sócioeconômicos
201 -(DIEESE, 2013).

202 Second Peters (1998), the female achievements in the labor market may seem apparently insufficient, but from
203 a historical standpoint, the advances are significant considering female leaders have achieved by means of their
204 competence, dedication and commitment, making

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206 Volume XV Issue II Version I Year () A every effort to face new challenges. It is noticed that the woman has
207 contributed to the talented fashion business world, achieving positive results, and gaining success and recognition.

208 In view of Lipovetsky (2000), women face the harsh reality of combining three functions: professional, a
209 wife and mother. Managing this "triple shift" work with the social requirement to be successful in the three
210 assignments is no easy task. To undertake this mission without stress, physical and emotional exhaustion, the
211 support of everyone involved, which does not always happen in practice, is needed.

212 Studies of Sina (2005) show that women are proving more competent in certain attitudes such as, ability to
213 harmonize opposites, ability to add differences, determination, persistence, charisma and tenacity to add value
214 to drive processes, people and projects. Therefore, organizations want women not only for their emotional side,
215 but, principally, by their personalities and abilities to adapt to changes (Lipovetsky, 2000).

216 In the analysis of new opportunities and experiences of integrating women into the world of work, it is important
217 to emphasize the concept, increasingly present in the literature, that human resources are or should be an integral
218 and fundamental part of the strategies for organizational productivity and competitiveness according Delgado et
219 al. (2000).

220 7 c) Female Style of Leadership

221 According to Canha (1998), the female style of leadership, is comprised of: teamwork, listening to subordinate,
222 seeking consensus, people orientation, tolerance and ability to resolve conflicts, and involves skills valued in
223 today's organizations. Along the same lines, Machado (1999) signaled the female vocation for leadership style
224 oriented people, as described in Managerial Grid of Blake and Mouton (2000). In this context Goleman (1999),
225 emphasizes that women's leadership promotes some relevant considerations and concludes that women are causing
226 the difference of the workforce organizations.

227 The feminine vision seeks to encourage the participation of employees and the division of responsibilities.
228 Companies can benefit from this style of leadership primarily in long-term projects, in which the quality of the
229 relationship on the team is crucial for the result of the work, Arango (1991). Leite (1994), emphasizes that
230 the essential characteristics of the female way of managing are currently the most valued by companies, i.e.
231 greater attention to detail, perseverance and teamwork. Still, according to the author, the corporate world is
232 transforming and discovering that certain executive skills are indispensable to the new management model. The
233 characteristics referred to the author are: cooperative style, willingness to work and share decisions, and the use
234 of intuition in analysis and troubleshooting. This requires a combination of typical women's and men's attributes.
235 The most suitable for organizations is therefore to combine the traditional model, developed by men to women,
236 as both can contribute to the organization's success (Loden, 1996). According to the author the work teams that
237 mix men and women achieve better results. This same premise is confirmed in studies by Baron-Conhen (2004),
238 which shows that men like to contribute ideas, while women care about tasks, a partnership that improves the
239 management of conflicts and maintain harmony among the members group.

240 We believe that the challenge of women in 21th century is to change the organizational values, considering
241 gender differences. It is noteworthy that there is a pressing need to build a new style of leadership that integrates
242 and values and male and female characteristics, since the feminine attributes in isolation, detached from knowledge
243 and other skills do not ensure the quality of leadership style and can even compromise organizational outcomes.
244 Other authors such as Todaro et al (2002) argue that the proposal to be a leader is not equally applicable to
245 both genders and the scarcity of women in senior management is due to their lack of motivation for management
246 positions.

247 **8 III.**

248 **9 Methodology**

249 This study aimed to identify whether gender differences are related to the different leadership styles of managers
250 in managerial level. So, we conducted a field survey of interpretative and quantitative character, cross-sectional,
251 with sample quotas and per convenience of 102 executives, men and women in positions of leadership in the
252 metropolitan region of Belo Horizonte. The survey instrument used, adapted by Moraes (1995), was a self-
253 completion questionnaire, divided into two parts: the first covers the demographic and occupational data for
254 identification of participants; the second consisted of twelve questions, ordered, each with four alternatives,
255 analyzing the data on Managerial Style, informed in writing and without the presence of the interviewer.

256 The sample was selected from eighty (80) companies, among the one hundred (100) larger companies of SESI
257 -Serviço Social da Indústria, entity FIEMG System -Federação das Indústrias do Estado de Minas Gerais located
258 in the metropolitan region of Belo Horizonte. To obtain a 95% assurance margin, 51 women and 51 men have
259 been interviewed, according to the orientation Malhotra (2006). The data was analyzed using a simple statistical
260 approach and Z test for proportions, making use tools of the Excel software. The results were obtained by the
261 number of times that the phenomenon occurred, using as parameter of Blake and Mouton model, adapted by
262 Moraes (2005). The responses of the investigation were obtained IV.

263 **10 Results**

264 The profile analysis shows that women and men have similar levels of education. The majority of respondents,
265 51% of women and 55% of men have undergraduate, with 25% of women and 20% of men have some graduate
266 course. However, in relation to Masters level men are the majority, 25%, against 14% of women. As to age,
267 (53%) women and (41%) of men are concentrated in the range between 41 to 50 years. Largely men (35%) have
268 more than 50 years. The presence of women in this same range is significantly smaller.

269 Data analysis has shown that there is a great discrepancy between the numbers of direct subordinates of female
270 to male leadership. Working time at company revealed that the highest concentration of male leadership, around
271 53%, has time home between 5 and 8 years. This same data regarding women is 63% with service time below
272 4 years. It is emphasized that the male leadership has been in office for more than eight years (31%), whereas
273 among women are only 10% in the same period in office.

274 Analyzing leadership styles, according to the management style of Blake and Mouton, it was found that most
275 of the female sample can be characterized as Country Club Style (1,9), also known as Club Campestre. Another
276 predominant style also among the female population studied was the Team Style (9,9). It was found also that the
277 orientation Country Club (1,9) is also predominant in men (43%), as shown in table ???. This type of leadership
278 is characterized by care leading to the needs of subordinates, with a style marked by strong emphasis on people.
279 The attention focuses on areas where people feel good or express satisfaction.

280 As regards the establishment of objectives, analysis of Table ?? shows that (39%) of women and (52%) of
281 men interact in Country Club Style (1,9). In this orientation, the leader aims to help each subordinate to
282 establish the goals, through open discussions and not directed. Regarding the decision-making power (47%) of
283 women interact in Country Club Style. This type of leader considers the decision making as an opportunity
284 to participate. On the other hand, (57%) of men interact in the Impoverished Style. In this situation leader
285 postpones, instead of deciding. Table 03 Another interesting aspect found in the research that guided this work
286 concerns the recognition of subordinate performance. In this sense both women (45%) as men (86%) interact in

287 Country Club Style, as shown in table 04. The leader in this approach enhances the performance of subordinates,
288 creating a harmonious atmosphere, and encourages people to be nice, cordial and mutually caring. Finally, as
289 regards the management of conflicts, both genders interacts with subordinates on female Impoverished Style
290 (90%) and male (98%), indicating a low level of intervention in these situations. Thus, the unpleasant events are
291 noted, but ignored.

292 It is important to note that the leader who interacts under these conditions always responds to complaints,
293 but never forwards to top management. This behavior generates low creativity and productivity, and consequent
294 negative impacts on the careers of leaders and organizations. In the other words, the solution of the problem is
295 postponed, avoiding confrontation. Table 05 illustrates the situation.

296 11 Conclusion

297 The analysis of management styles performed in this study aimed to investigate the dominant style of leadership
298 in women in Greater Metropolitan Belo Horizonte (Brazil) revealed that men and women have similarities in
299 leadership style, with only a few minor differences, especially regarding the frequency with which interact with
300 their followers. The predominant style in both is the Country Club -women 67% and men 43%, which suggests
301 that gender does not discriminate on the style.

302 The Country Club Style, present both in women as in men, has an orientation to people, although it is not
303 recommended by the authors Blake and Mouton (2000) as an ideal style. These professionals, so attuned to the
304 current discourse, seek to humanize organizations. Leaders are able to build a relationship based on respect,
305 ethics and values.

306 Regarding the subdominant style it is observed that women behave differently from men. In this orientation it
307 is positioned in the model considered ideal -"Team Style" praised as a dynamic style of leadership in which people
308 have to remain competitive to survive the challenges of the modern world, equaling the team commitment to the
309 goals of production. Most men are presented as the subdominant style "depleted", characterized by low concern
310 for production as well as with people, which uses minimal effort to make it work is conducted, without which it
311 is not possible to keep in the organization. This behavior can be explained in part by accelerating change, the
312 need to reduce costs and the instability arising from the globalized economy. All this creates in people a sense
313 of shyness, a fear of making decisions, and taking risks, limiting them to stay in "their zone" and perform basic
314 tasks to ensure their survival.

315 Thus, the leadership style depends on the some variables such as, team profile, type and maturity of
316 organization. Also, it varies according to the area of operations of the company, the type of role that person
317 plays, his professional experience, technical expertise, the market in which the company operates, and its external
318 environment. This could help to build an effective relationship, considering different people and cultures, since
319 that human labor will increasingly depend on knowledge, skills and attitudes.

320 Finally, when one understands the complexity of leadership, one realizes that there is still a long way to go
321 and much to learn about the various limitations imposed on people in leadership roles. The literature on this
322 subject, especially in regard to gender, still requires more research and empirical support. Given these findings,
323 further studies are recommended, especially on the impact of cultural values in the style of women's leadership
324 and gender comparison among other important variables of organizational behavior, such as: the impact of
325 gender on organizational effectiveness; motivation; conflicts; quality of life at work and commitment. Because of
326 the relevance of the topic, it requires further scientific investigation. We believe that differences by ensuring a
327 stimulating and productive environment.

328 12 VI.

329 13 Global Journal of

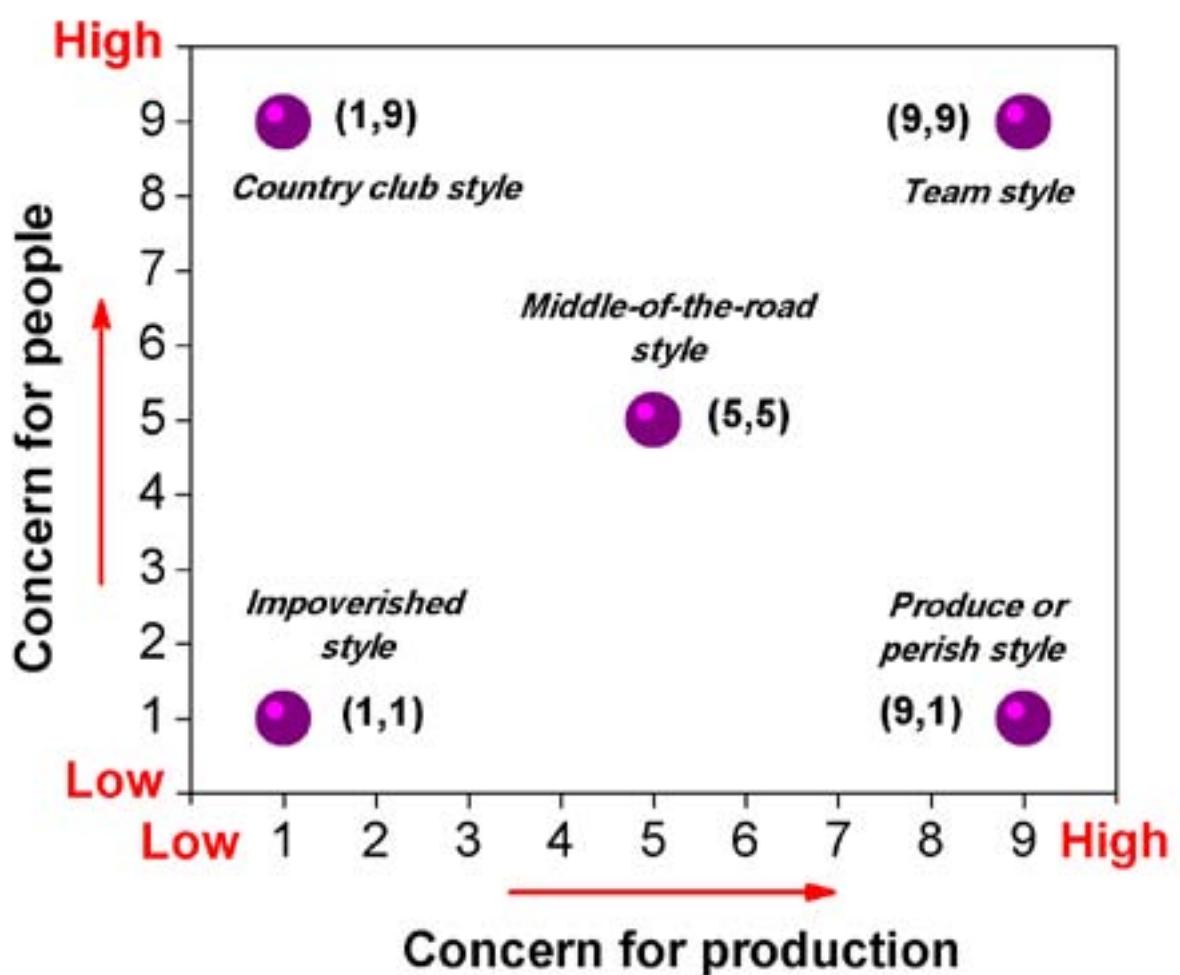
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Figure 1: Figure 1 :



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Figure 2: Figure 2 :

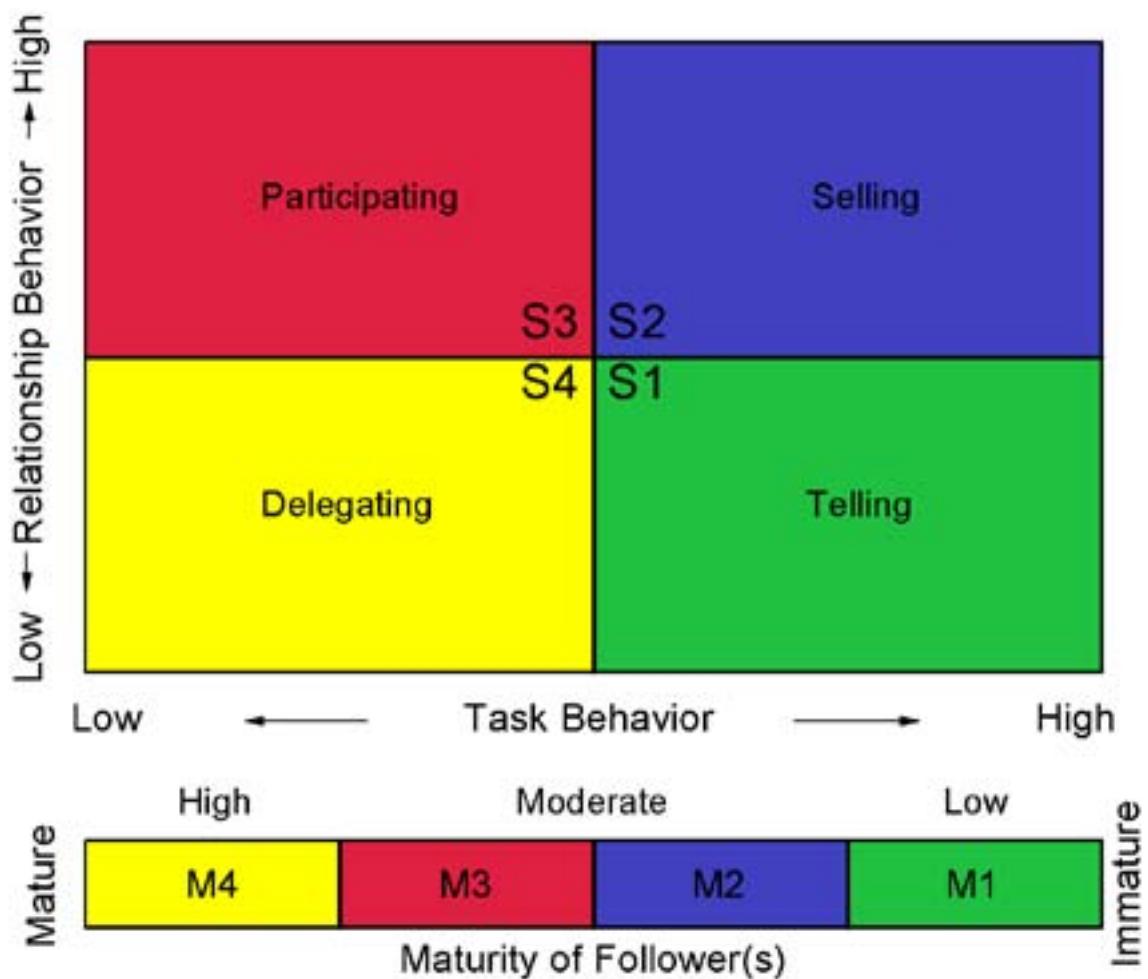


Figure 3: Global

01

Style	Predominance	Female	Male	Female	Male	Percentage (%)
Country Club (C)	34			22	67	43
Team (B)	09			09	17	18
Impoverished (D)	08			20	16	39
Total	51			51	100	100

Figure 4: Table 01 :

02

Quadrant	Sample				% of sample
	Female	Male	Female	Male	
Country Club (1.9)	20		27	39	52
Others styles	31		24	61	48
Total	51		51	100	100

Figure 5: Table 02 :

03

Quadrant	employees				% of sample
	Sample	Female	Male	Female	
Country Club (1.9)	24		12	47	23
Impoverished	12		29	24	57
Others styles	15		10	29	20
Total	51		51	100	100

Figure 6: Table 03 :

04

Quadrant	Sample				% of sample
	Female	Male	Female	Male	
Country Club (1.9)	23		44	45	86
Impoverished (1.1)	19		07	37	14
Others styles	09		00	18	00
Total	51		51	100	100

Figure 7: Table 04 :

05

Quadrant	Sample				% of sample
	Female	Male	Female	Male	
Impoverished (1.1)	33		27	65	53
Others styles	18		24	35	47
Total	51		51	100	100

[Note: AV.]

Figure 8: Table 05 :

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17. DIEESE. (2013). DIEESE - Departamento
 Intersindical de Estatística Estudos
 diversity policies, Socioeconômicos. Acesso em 2013, disponível em
 especially the genre,
 generate positive

Figure 9:

331 .1 Acknowledgements

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