

ARE FEMALE LEADERS REALLY HAVE A BALANCED TASK AND RELATIONSHIP LEADERSHIP STYLE? A PROOF FROM THE FEMALE LEADERS IN ENDE-FLORES

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Abstrak

Tujuan penelitian ini adalah untuk mengukur tingkat keseimbangan dari kepemimpinan berorientasi pada tugas dan kepemimpinan yang berorientasi pada hubungan pada para pemimpin atau pejabat perempuan di kota Ende yang memegang jabatan penting di lembaga pemerintahan dan BUMD seperti Kepala Kantor, Kepala Bidang, Kepala Unit atau Divisi, Mereka dipilih sebagai responden karena mereka adalah orang-orang penting dalam struktur organisasi dan memimpin pejabat tertentu di unit, divisi, atau proyek tertentu. Penelitian ini merupakan penelitian kuantitatif. Kami mengidentifikasi 35 perempuan yang mengisi posisi strategis dan penting di lembaga-lembaga pemerintahan di kota Ende, terutama pada kantor-kantor pemerintah daerah. Metode pengambilan sampel yang digunakan adalah metode purposive sampling. Pengumpulan data primer dilakukan dengan menyebarkan kuesioner yang berisi 20 pernyataan untuk mengukur dimensi gaya tugas dan gaya hubungan dalam kepemimpinan perempuan di kota Ende. Jawaban untuk setiap pernyataan dinilai pada skala 1-5. Data yang dikumpulkan dari kuesioner dijumlahkan dan dinilai berdasarkan kategori untuk menilai tingkat gaya tugas dan gaya hubungan yang dimiliki oleh responden. Studi ini menemukan bahwa 51,42% pemimpin wanita menunjukkan kepemimpinan berorientasi tugas dan hubungan yang seimbang, menyiratkan bahwa pemimpin wanita yang memiliki kepemimpinan tugas dan hubungan melebihi dari setengahnya dari jumlah mereka yang hanya melakukan gaya tugas atau hanya kepemimpinan gaya hubungan.

Kata Kunci: *kepemimpinan; gaya tugas; gaya hubungan; perempuan; Ende*

Abstract

The goal of this study is to assess the level of balance between task-oriented and relationship-oriented leadership in Ende city women leaders or officials who hold important positions in government institutions and BUMDs such as Head of Office, Head of Field, Head of Unit or Division. They are chosen as respondents because they are prominent persons in the organization and lead specific officials in a specific unit, division, or project. This study is quantitative in nature. We identified 35 women who held crucial and essential roles in Ende city government institutions, particularly in local government offices. Purposive sampling was utilized as the sample approach. Primary data was gathered by distributing a questionnaire containing 20 statements to assess the aspects of task style and relationship style in female leaders in Ende. Each statement's response is scored on a scale of 1 to 5. The questionnaire data were averaged and graded by category to determine the level of task style and relationship style possessed by respondents. The study discovered that 51.42% of female leaders demonstrated task-oriented leadership and balanced relationships, meaning that female leaders who demonstrated task and relationship leadership exceeded those who simply demonstrated task or relationship leadership.

Keywords: *leadership; task-style; relationship-style; female; Ende*

INTRODUCTION

Leadership contingency theory, created by Fred E. Fiedler in 1951, asserts that a leader's efficacy is contingent, or dependent, on two factors: whether the leader is task-oriented or relationship-oriented. Task-oriented leaders tend to be detail-oriented. They do not usually begin an action plan until they are absolutely satisfied that they have all of the necessary information. Relationship-oriented leaders, on the other hand, focus on building trust and respect, listening to their followers' needs, and are comfortable crafting an action plan with their followers' involvement (Geoghegan & Dulewicz, 2008 in (Ruzgar, 2018).

Previous researches have studied the advantages of having female leaders instead of male leaders. For instance from Hsu *et al.* in 2022 who found that emotional intelligence is a key mechanism in the so-called female leadership advantage (Hsu *et al.*, 2022). In addition, Offermann & Foley's study in 2020 found that female leaders may bring a unique constellation of leadership-related traits, attributes, and behaviors to the workplace that may provide advantages to their organizations (Offermann & Foley, 2020). Post *et al.* in 2019 also found that female leadership can bring back trust in times of organizational crisis because of female leaders' use of relational behaviors and is manifested only when crisis consequences are known (Post *et al.*, 2019). The success of a leader is determined by how he displays two behaviors, namely attend to tasks and attend to relationship with people. So the leader must have dimensions of task behavior and relationship behavior in displaying his leadership behavior (Northouse, 2021). Female leaders have a balance in displaying task-oriented leadership styles and relationships leadership styles. There are 3 character combinations of task-oriented leadership characteristics and relationship-oriented leadership based on Zheng *et al.*'s findings are demanding (task) and caring (relationship), authoritative (task) and participate (relationship), distant (task) and approachable (relationship) (Zheng *et al.*, 2018). Interestingly, it is female leader who is able to demonstrate the combination of task-style features and relationship-style features.

Task-style leadership focuses on doing. Such leaders have a character that focuses on work targets, goals, work efficiency, activities that are programmed clearly and definitely. While relationship-style leadership focuses on being or relating where leaders with this character are more focused on building relationships or connections with others, by celebrating relationships and celebrating the joy that comes from those relationships (Dehghanan *et al.*, 2021), (Henkel *et al.*, 2019), (Breevaart & de Vries, 2021), (Dahlan *et al.*, 2023).

(Zheng *et al.*, 2018) found that women leaders first use relationship styles to build trust and authoritativeness to achieve goals. So that relationship orientation is not a weakness for these women leaders but a picture of their self-confidence. The study from (Habib *et al.*, 2020), (Cotterill *et al.*, 2020), (Vogel *et al.*, 2021), (Nor *et al.*, 2020) also implied that female leaders can give different impact comparing to male leaders because female leaders usually focus on building trust and comfort and understanding emotions at first before giving tasks and targets. Of course, earlier research has discovered numerous benefits to having women as CEOs, but these studies have only been conducted on huge firms and have never been tested on government institutions. As a result, the authors felt compelled to test earlier findings on

women leaders in government organizations to see if they too demonstrated balanced conduct, tasks, and relationships leadership styles. This study seeks to replicate prior research findings indicating female leaders benefit from balancing task-style and relationship-style leadership. The female officials in the city of Ende who hold critical positions in government institutions and public organizations such as Office Head, Division Head, Operations Head, and Supervisors are the focus of this study. They were chosen as respondents because they are important people in the organizational structure and lead specific officers in specific units, divisions, or projects.

LITERATURE REVIEW

Leadership

According to (Sheyar, 2020) a leader is a person who has ambition, skills, personality, and other qualities to motivate and influence a group of people to reach a common goal. However, (Northouse, 2021) states that there is no proper and exact terms in defining what leadership is. He states that leadership can be a trait, can be an ability, can be a skill, can be a behavior, can be a relationship. But he does imply that leadership is an influence process whereby an individual influences a group of individuals to achieve a common goal.

Leadership traits

There are six key leadership traits: intelligence, confidence, charisma, determination, sociability, and integrity (Gammel & Furtner, 2021), (Virtuani et al., 2022), (Brummer, 2023), (Galunic, 2020), (Northouse, 2021).

Good linguistic skills, perceptual skills, and thinking ability are all indicators of intelligence. This mix of qualities makes people great thinkers and leaders. Confidence is a personality quality that involves feeling good about oneself and one's ability to succeed. Charisma is a leader's unique magnetic charm and appeal, and it can have a significant impact on the leadership process. Charisma is a unique personality trait that enables a leader to achieve amazing results. It bestows extraordinary influence on the leader in particular. Charisma improves a leader's capacity to elicit people's loyalty. Leaders' strong rhetorical abilities, vision, and enthusiasm are combined with charisma, which destructive leaders utilize to win others over and exploit followers for their own objectives.

Another characteristic shared by good leaders is determination. Determined leaders are laser-focused and task-oriented. They know exactly where they're going and how they're going to get there. Determination is the decision to complete a task; it encompasses traits like initiative, persistence, and drive. People who are determined are willing to assert themselves, are proactive, and can persevere in the face of adversity. Being determined requires asserting oneself at times, especially when others require guidance.

Sociability is another crucial characteristic for leaders. The ability of a leader to form good social ties is referred to as sociability. People desire sociable leaders—leaders they can get along with. Sociable leaders are affable, extroverted, courteous, tactful, and diplomatic. They are sensitive to the needs of others and exhibit compassion for their well-being. Sociable leaders have strong interpersonal skills and contribute to the development of cooperative

relationships in their workplaces.

Leaders with integrity exhibit attributes such as honesty and trustworthiness. People with integrity follow a strong set of beliefs and accept responsibility for their actions. Leaders with integrity instill trust in others because they can be relied on to do what they say they will do. They are dependable, trustworthy, and open. Essentially, integrity makes a leader credible and trustworthy.

Task-style leadership

People who are task-oriented are goal-oriented. They want to succeed. They enjoy to-do lists, calendars, and daily planners, and their work is meaningful. This type of person's *raison d'être* is to accomplish and do things. That is, their reason for existence stems from their actions. Their email inbox is never empty. They attempt to see and do as much as they can while on vacation. They find significance in doing in every aspect of their lives.

Those who utilize color codes in their daily plans, have sticky notes in every room of their house, or who have washed the car, done the laundry, and cleaned the flat by 10:00 a.m. on Saturday morning are clear instances of task-oriented persons.

Task-oriented people develop lists for everything, from grocery shopping to the number of repetitions in their weight-lifting routines. All of these persons share a desire to achieve the objective and complete the assignment (Northouse, 2021).

Relationship-style leadership

Relationship-oriented individuals differ from task-oriented individuals in that they are not as goal-oriented. Being, rather than doing, is meaningful to the relationship-oriented individual. Relationship-oriented persons want to connect with others over tasks. They enjoy celebrating relationships and the pleasures they bring.

Furthermore, relationship-oriented persons frequently have a strong focus on the present. They find purpose in the present moment rather than in some distant goal to be attained. Sensing and feeling the company of others in a group scenario is pleasant to these folks. Some have referred to them as "relationship junkies."

Some have referred to them as "relationship junkies." They are the last to switch off their cell phones as the plane takes off and the first to turn them back on when the jet lands. They are primarily interested on connectivity.

Relationship-oriented people want to connect or attach with others at work. The relationship-oriented person, for example, would not be hesitant to interrupt someone who was working hard on a task to talk about the weather, sports, or anything else. Relationship-oriented persons prefer to talk to and be affiliated with others when working out a problem.

Being linked to other people gives them satisfaction. They appreciate the trust that grows in a group when relationships are solid (Northouse, 2021).

Research model

Based on the concepts implied above, the research model proposed in this study is below:

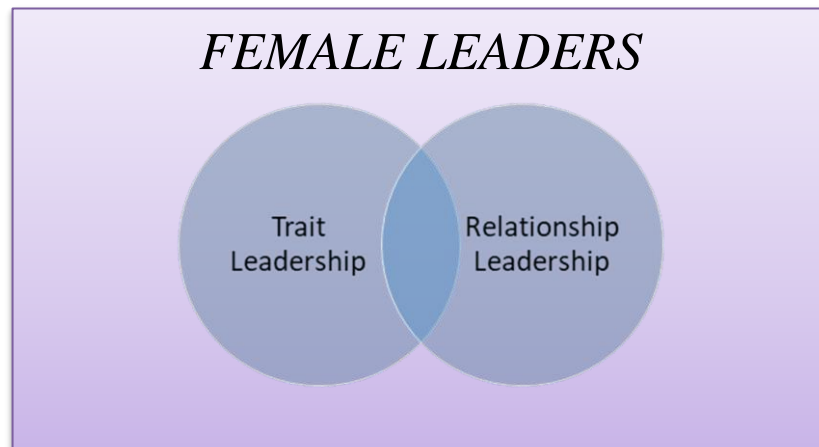


Figure 1. Research Model

RESEARCH METHODS

This research is a quantitative research. The object of research is government officials and female public officials in the city of Ende. We identified 35 women who filled strategic and important positions in government institutions in Ende city. The sampling method used is purposive sampling method. Primary data collection was carried out by distributing a questionnaire containing 20 statements adapted from (Northouse, 2021) to measure the task-style and relationship style dimensions of female official leadership in Ende city. The answers to each statement are scored on a scale of 1-5 which is 1 – Never, 2 – Rarely, 3 – Sometimes, 4 – Ordinary, 5 – Always, by the indicators are as follows:

Table 1. Variable Indicators

No	Task-style	Relationship-style
1	Make a list of things that need to be done.	Trying to make the work fun for others.
2	Encourage others to concentrate on the work at hand.	Show concern for the personal well-being of others.
3	Set a time when the work needs to be done.	Help group members get along.
4	Keep a list of what has been accomplished.	Listen to the specific needs of each group member.
5	Emphasize to others the rules and requirements for the project.	Take the time to explore other people's ideas for the project.
6	Pay close attention to project deadlines.	Be friendly to other group members.
7	Clarify the job responsibilities of each group member.	Express support for the ideas of other group members.
8	Emphasize performance standards for the group.	Talk to other group members about their personal problems.
9	Keep the rest of the group focused on the goal.	Emphasize each person's unique contribution to the group.
10	Follow the rules and regulations	Express positive feelings towards

carefully. others in the group.
 Source: (Northouse, 2021)

Data Analysis

The data collected from questionnaires was totaled and assessed based on categories to assess the level of task-style and relationship-style possessed by respondents. The assessment criteria are as follows:

Table 2. Task-style and Relationship-style Assessment Criteria

Total Score for each style	Criteria
40-50	High
31-39	Moderate
21-30	Low
10-20	Very Low

Source: (Northouse, 2021)

If the score is 40-50, the respondents are in the high range. If the score is 31-39, the respondents are in a fairly high range. If the score is 21-30, the respondents are in the low range. If the score is 10-20, the respondents are in a very low range.

ANALYSIS AND DISCUSSION

Analysis

Respondents Characteristics

The following are the description of respondents based on their job title in the organizational structure, working experience, and type of organization they are working in.

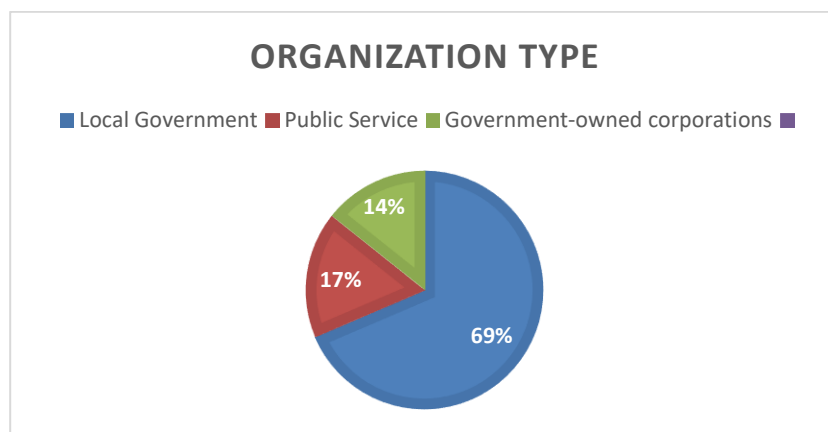


Figure 2. Respondents' organizational type

The respondents dominantly work in local government offices, as much as 24 respondents (69%). The rest of them work in public service offices as much as 6 respondents (17%) and work in government-owned corporations as much as 5 respondents (14%).

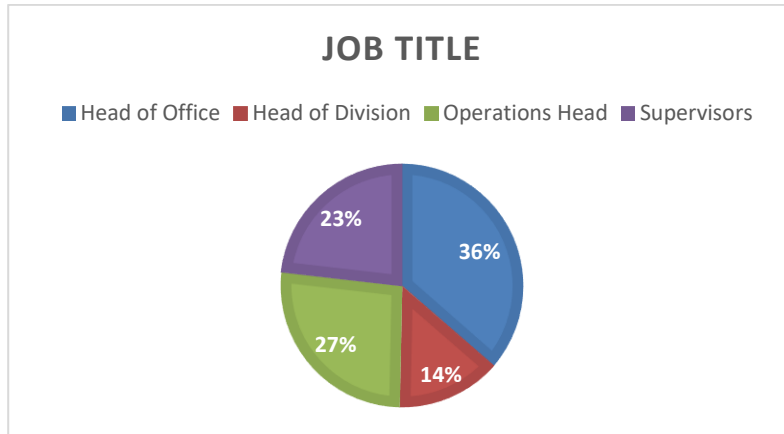


Figure 3. Respondents' Job Title

From the 35 respondents, 31% of them (11 respondents) have positions as Office Head, 26% (9 respondents) are Division Head, 23% (8 respondents) are Operations Head and the rest 20% (7 respondents) are Supervisors.

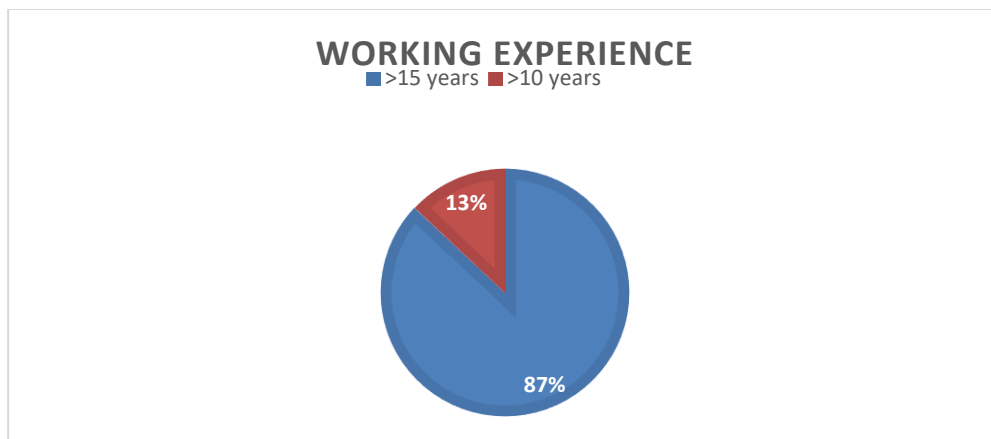


Figure 4. Respondents' Working Experience

Most of the respondents have more than 15 years working experiences (87% or 31 respondents), while only 13% of respondents (4 of them) who have not more than 10 years working experience.

Assesment Test Results

The results of each respondent as many as 35 respondents are shown in Table 3:

Table 3 Results Of Each Respondent

Respondent	Task-Style Scores	Score Category	Relationship-style Scores	Score Category
1	39	Moderate	42	High
2	30	Moderate	33	Moderate
3	30	Moderate	33	Moderate
4	43	High	44	High
5	25	Low	48	High
6	35	Moderate	40	High
7	32	Moderate	38	Moderate
8	30	Moderate	38	Moderate
9	28	Low	32	Moderate
10	38	Moderate	35	Moderate
11	34	Moderate	36	Moderate
12	34	Moderate	37	Moderate
13	35	Moderate	34	Moderate
14	39	Moderate	44	High
15	36	Moderate	45	High
16	38	Moderate	35	Moderate
17	15	Very Low	30	Moderate
18	15	Very Low	30	Moderate
19	33	Moderate	26	Low
20	35	Moderate	42	High
21	45	High	44	High
22	42	High	32	Moderate
23	30	Moderate	42	High
24	42	High	38	Moderate
25	26	Low	30	Moderate
26	43	High	41	High
27	34	Moderate	36	Moderate
28	37	Moderate	34	Moderate
29	32	Moderate	37	Moderate
30	42	High	39	Moderate
31	33	Moderate	30	Moderate
32	47	High	40	High
33	33	Moderate	40	High
34	40	High	33	Moderate
35	31	Moderate	38	Moderate

Source: Questionnaires, 2023

Table 3 shows the results of the Task-Style and Relationship-style Leadership Assessment from 35 respondents. From the table above, it is known that as many as 18 out of

35 respondents or as many as 51.42% of respondents have a balanced task-style and relationship-style score (Moderate-Moderate or High-High). Then from a total of 18 respondents who had a balanced score, it was found that only 4 out of 35 respondents or as many as 11.42% were in the High-High score category, namely respondents number 4, 21, 26, and 32.

The remaining 17 respondents or 48.57% did not have a balanced tasks and relationships leadership style. Respondents number 5, 9, 17, 18 and 25 even had low task leadership scores even though their relationship leadership scores were in the medium category, even respondents number 5 although low leadership scores had high relationship leadership scores.

Respondents number 1, 6, 14, 15, 20, 22, 23, 24, 30, 33, and 34 even had scores that were not too different, namely High-Moderate or Moderate-High, but it was considered that they did not have a balanced tasks and relationships leadership style.

12 respondents or as many as 34.28% did have task leadership scores at moderate and high levels. Meanwhile, 16 respondents or 45.71% had relationship leadership scores at moderate and high levels. If depicted in the diagram then as follows:

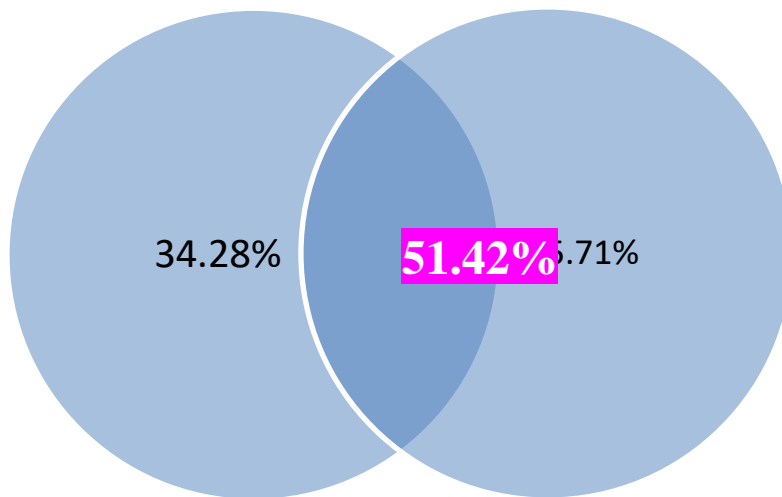


Figure 5. Analysis Result

Discussion

Task-oriented leadership is a behavioral style in which the leader focuses on the activities that must be completed in order to fulfill specific goals or achieve a given level of performance. Task-oriented leaders have a strong task focus and, as a result, frame their followers' work in terms of what has to be done and when it must be completed (Breevaart & de Vries, 2021). Task-oriented leaders tend to be detail-oriented. They do not usually begin an action plan until they are absolutely satisfied that they have all of the necessary information (Henkel et al., 2019). Some aspects of task management are covered by the task-oriented leadership style. Task management necessitates the coordination of job-related activities, the

importance of administrative processes, the supervision of product quality, and the preparation of financial reports.

According to this survey, 34.28% of female executives in government organizations use a task-leadership style. Female leaders who adopt a task-oriented leadership style concentrate on completing necessary activities to accomplish the program's goal or target. One defining feature of these leaders is that they are less interested with their people, who are the key agents in delivering the desired objectives. They are more concerned with keeping to a predetermined strategy in order to fulfill specific organizational goals. (Forsyth and Donelson, 2010 in (Ruzgar, 2018). The aim is obvious, and task specifications are exact, which are two further qualities of task-oriented leadership style. Female leaders are open to communication because they want to ensure that their personnel understand their goals. In addition, they create work groups for specific tasks and verify that group members understand their roles.

One of the most significant advantages of task-oriented leadership is that all needed tasks are accomplished flawlessly and on schedule. This ability ensures that employees manage their time effectively. Furthermore, task-oriented female leaders set a good example for employees by focusing on the required workplace procedures, such as how duties are carried out. As a result, they can assign work and ensure that tasks are performed on time and productively (Anzalone and Chris 2012) in (Ruzgar, 2018).

According to this study, 45.71% of female executives have a relationship-leadership style. This means that they place a greater emphasis on fostering trust and friendship while also providing inspiration and encouragement. Relationship-oriented leadership is an approach that focuses on employee job satisfaction, motivation, and work-life balance. Female leaders who practice this approach are concerned with assisting, inspiring, and growing their staff. By fostering positive relationships and encouraging communication, they promote teamwork and collaboration. Relationship-oriented leaders value the well-being of every single person and are willing to invest time and effort satisfying their specific needs. In this sense, they attempt to resolve workplace issues, engage in more casual relationships with employees to learn about their strengths and shortcomings, and foster a non-competitive work environment (Reilly and Anthony 1968 in (Ruzgar, 2018).

Relationship-oriented female leaders create teams that everyone wants to be a part of, which is one of their strengths. Team members are often more productive and willing to take chances when they know the leader would provide assistance if needed. Another advantage of relationship-oriented leadership is that employees work in an environment where their boss is concerned about their well-being. These types of female leaders understand that creating a favorable environment in the workplace where employees feel inspired is essential for productivity. As a result, these female leaders prioritize people to keep problems like dissatisfaction, boredom, personal conflicts, and turnover to a minimum (Graen and Uhl-Bien, 1995 in (Ruzgar, 2018)).

Female leaders who practice relationship-oriented leadership are completely focused on coordinating, supporting, and contributing to the development of the individuals of their teams. This is a participative technique that promotes strong teamwork and creative collaboration. It is, in this sense, the polar opposite of task-oriented leadership. Furthermore, team members may be more willing to take chances because they know their leader will be

there to help them anytime they need it (Arana et al., 2009 in (Ruzgar, 2018)).

This study discovered that 51.42% of female leaders performed a balanced task-oriented and relationship-oriented leadership, implying that female leaders who perform balanced task and relationship leadership outnumber those who perform only task style or only relationship style leadership by more than half. This conclusion is consistent with findings from (Zheng et al., 2018), (Habib et al., 2020), (Abdullah Alshammari et al., 2023) that female leaders balance task and relationship in their leadership styles. Task-oriented and relationship-oriented leadership styles can improve team performance (Tabernerero, Chambel, Curral, & Arana, 2009). A study conducted by Tabernerero, Chambel, and Curral (2009) examining the role of task-oriented versus relationship-oriented behavior roles discovered that relationship-oriented behavior roles had a beneficial influence on team cohesion. Team members perceived task-oriented behavior roles to have better degrees of task achievement. The study's findings support the findings of earlier studies, emphasizing the importance of leadership characteristics in the workplace.

CONCLUSION

The success of a female leader is determined by how she displays two behaviors, namely attend to tasks and attend to relationship with people. So the leader must have dimensions of task behavior and relationship behavior in displaying her leadership behavior. Task-oriented female leaders set a good example for employees by focusing on the required workplace procedures, such as how duties are carried out. As a result, they can assign work and ensure that tasks are performed on time and productively.

Female leaders who practice relationship-oriented leadership are completely focused on coordinating, supporting, and contributing to the development of the individuals of their teams. Women leaders first use relationship styles to build trust and authoritativeness to achieve goals. Female leaders can give different impact comparing to male leaders because female leaders usually focus on building trust and comfort and understanding emotions at first before giving tasks and targets. It has been suggested that future research would expand this study to include female instructors, female managers, and female entrepreneurs as respondents.

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