



An Exploratory Study of Difference in Leadership Style between Men and Women and Gender Equality in Private and Public Sector Organization in Iraqi Kurdistan

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Abstract

This study examines gender parity in private and public sector organizations across Iraqi Kurdistan. To know the leadership style of both genders a cross-gender comparison was made and the differences are highlighted. On past studies on this topic a discussion was created and in depth literature was reviewed. The research based on a sample size of 272 managers in both private and public sectors. The data in this research shows the level of male and female participant in managerial position and based on those findings a discussion was developed on both gender parity and recruitment transparency. The results indicate there is gender inequality in both sector organizations and they have failed to achieve gender balance in their organizations. The findings also suggest that women turnover are high after the first five years at their job and those who stay long they have struggled to get promoted to senior positions. This is despite the fact that the data show that women are more educated and better managers when the span of control widen to 50 employees or above. The dominated leadership style among both sexes is Transformational leadership style which can be viewed effective if the use and allocate resources reasonably. At the end some recommendations was made to government and companies across Iraqi Kurdistan to achieve gender parity and take economic advantage of this underused talented women managers.

Keywords: gender parity, gender balance, transactional and transformational leadership styles, Government, transparency and promotion.

INTRODUCTION

For too long inequality between men and women is viewed by Developed Countries as social phenomena. To ensure gender parity is one of the EU's main objectives and tasks, it is protected in the EU treaties and the EU Charter of Fundamental Rights as a fundamental principle of the European Union (EU). Not taking advantage of talented and highly qualified women has reflected in profit loss and constitutes a loss of economic growth potential. According to a report by European Commission statement (2013) different researches from different countries suggest those companies have more women at the most senior levels deliver better organizational and financial performance as well as stronger corporate governance. Opposite to that, means female talent is being underused, human capital wasted and the quality of promotion can be compromised. Investing in women leaders has great effects on a country's GDP and the welfare of next generations (Patel, 2013). From another side, in a survey of more than 800 UK professionals, Bain & Company's found that whilst many organizations have gender parity programmes, the results of these initiatives are mixed (Darnell and Gadiesh, 2013). So what is it that holding many organizations back to have female at senior positions? What needs to be done? How this is a global phenomena? And how Kurdistan Region Government can react and respond to this issue?

LITRETURE REVIEW

The nineteenth century was all about personality and trait theories, particularly great men "not women" theories, despite the fact that there were many great women with exceptional



leadership characteristics had great role in shaping history such as Joan of Arc, Elizabeth I, or Clara Barton (Behn, 2010). Trait theories speculate leader characteristics such as masculinity, dominance, assertiveness, drive, and the need for achievement observed more often in men than women (Perkins, 2009). There was an assumption between traditional leadership scholars that leaders were men, and for that reason most of the research has been done by men whose subjects were men (Huczynski and Buchanan, 2007). That is why there was a poor representation of female in management literature and was largely ignored in leadership research until the 1990.

According to Prasad and Prasad (2004) things have changed ever since and all types of organizations in all sectors and size are sites for the transmission of globalization and adjustments to it. They suggest globalization increases the range of organizational options, and allow individuals to identify themselves with multiple social and cultural groupings. Due to the globalization, the world is a much smaller place to live, nations are interconnected and organizations are linked through complex networks that reject the status quo. Thus, Prasad and Prasad (2004) argued that these changes can diminish the hierarchical distance between them. Therefore, understanding gender parity requires attention to how this inequality and identities is shifting and the current geopolitical realities and global hegemonies that mediate the formation of identity spaces in organizational location.

In addition, Lievens, et al. (1997) stated rapid technology developments, global competition, and the changing nature of the workforce are the main causes of these dramatically changes in organizational structure and flows of information. They have added the interventions such as total quality management and business process reengineering are the other causes of these transformations and innovations. Similarly, McKeever (2003) stated change in technology and the development of sophisticated computer had big effects on public education as well as students' way of studying and achievement. These changes, lead to shared governance, shared leadership, and now a distributed style of leadership have come to the forefront.

Perkins (2009) argued that being leader today needs all the necessary talent, skills, preparation, and practice and when they are in different culture they must expand their repertoire due to the complexities of cultures. Both Hofstede study and House study provided complementary points of views on this issue. They have argued that globalization is inevitable, and the role and importance of national identity to cross cultural interactions should be studied, encouraging leaders to adopt their styles to meet societal demands. Both studies provide a descriptive picture of how history and culture shape leadership practices and follower expectations (Hofstede, et al., 2010; House, et al., 2004).

Frequently organizational culture are shown as men's cultures and most of arguments on identities in organizations and organizational culture is the patterns of behaviour, beliefs, symbols and identity redeveloped by organizational participants have taken their 'ungenderedness' as given (Hearn, 2004). Aaltio and Mills (2004) believe that it was the postmodernist thoughts that significantly impacted the argument on gender, identity and the culture of organizations by stressing the connection between 'subjectivity' and 'discursive organizational practice'.

Van Wart (2010) stated while there are similarities between leaders, from a research point of view, there are significant differences too, which are far greater and more challenging – for example, the leaders of private organizations and the leader of volunteers have very different jobs. Joseph and Nye (2010) indicated that in new century, public leaders are different too because politicians believe the era of big government is over, and markets and NGO are filling functions once considered the province of government. Meier (2002) have emphasized the importance of leadership in bringing effectiveness into public management organizations. Christensen, et al. (2007) presented some characteristics of public organizations including: (1) in public organizations leaders came to power by peoples votes in democratic way, while, in private sector organization leader was chosen by board of directors originating from the



shareholders, (2) unlike private sector, public organizations are multifunctional, this means they need to cope with partly conflicting concerns, (3) public organizations do not operate within a free and competitive market, even though they have been give more independency and encouraged market like competition and arrangements. Alvesson and Billing (2004) found public institutions contribute significantly to the construction of gender because majority of public sector employees are women. According to a report by Women and Power (2015) public institutions are gender-sensitive; and they need to provide conditions of decent workplace that help promote balance between work and family responsibilities.

Therefore, this is research tries to produce some significant new results in the context of organizations in both sectors in Iraqi Kurdistan to explore and investigate the current situation and trends in how women and men are promoting and contributing to the decision making at senior level positions. It aims to put light on the gender gaps that remain in leadership positions in this region but also to present whether any initiative and legislative measure is relevant to be introduced by the government to bring the gender balance into its institutions and corporations. This research includes a sample of 272 managers and professionals in some major government ministries, directorates, and institutions, private and public hospitals, universities, and companies in different size to discover the level of women participation in leadership positions at senior levels.

Leadership & Gender Parity

The leaders of next generation are those who can develop a vision based on the changes happening in economy (Avolio and Bass, 2002). In this fast changing world, the leader/founder must learn constantly, have vision and should have the ability to impose it and develop it further (Schein, 2010). Leaders must create an environment in which employees believe in strategy, in management decisions, and believe in their work (Mullins, 2005). Thus, it is obvious that most people believe leadership importance is self-evident no matter what is the setting. According to Gardner (2010) setting goal and motivating employees are the two main responsibilities of leaders and in today's complex environment; they both need extensive research and problem solving. Gardner added, in a democracy, leaders take both conscious direct goals and unconscious operational goals into account. Successful leaders are good at making their followers to follow them; effective leaders motivate and help their subordinates to reach shared goals (Avolio and Bass, 2002). Aquinas (2007) added leader could be instrumental in guiding the efforts of employees to accomplish goals and objectives of both members and the organization.

Robbin and Coulter (2009) argued the transformational type of leadership is an answer to the current global environment. They have added that a transformation leader is someone who can inspire subordinates to deliver the best results. Van Wart (2010) stated the expansion of transactional leader is the transformational leader which is built on top of transactional leadership. Transformational leaders are very good at stimulating and motivating employees to achieve challenging goals. They have actually seen as a process of creating commitment among followers. From another side Mullin (2005) added the focus of transformational leader is to create a vision of better future, understand the values of subordinates to establish a justice in organization where loyalty and trust really matter. Shamir, et al. (1993) pointed at the followers respect for their charismatic leader when they are emotionally attached to each other. Bass and Avolio (1995-2004) have discovered that a true transformational leader is someone who works on the moral side of employees and tries to help them to become future leaders. They have argued transformational leaders can change the behavior of not only followers but also their bosses to act in favor of group rather than individual interest.

The importance of leadership is discussed in the following points:-

- a) Leadership is the process of influencing the activities of an individual or a group toward the achievement of a goal.
- b) An effective leader motivates the subordinates for higher level of performance.



c) Leadership promotes team – spirit and team – work which is quite essential for the success of any organization.

d) Leadership is an aid to authority. A leadership helps in the effective use of formal authority.

e) Leadership creates confidence in the subordinates by giving them proper guidance and advice (Aquinas, 2007, p. 109).

Kouzes and Posner (2010) added leadership is not belong to only one sector or gender but they can be seen in all type of organizations at all levels regardless of racial and religious bounds or cultural borders. The list of the great leaders that people admire is no longer characterized as “old white guys”, but more diverse than ever and women are playing greater roles in greater numbers than ever in filling leadership position (Hughes et al., 2012). Darnell and Gadiesh (2013) suggested that over the last 59 years, gender parity in UK has transformed their society and there are not any jobs or occupations specifically reserved for men or for women. The change process was viewed by Dr Fernandez-Mateo at London Business School (2016) as static or ineffective. Collard (2005) also criticized Australian government over the management of schools by men while the majority of teachers are women. Darnell and Gadiesh (2013) believe gender equality should be taught and implemented in Universities and the traditional family model should be changed for modern attitudes and working styles.

Brunie and Gherardi (2004) emphasized the symbolic model to gender in organizational studies which they believe it can be traced backed to organizational symbolism and cultural studies of organizational processes. They have criticized Western philosophical thought as it imposes itself as male thought, and it represents the world the way they see it. Moreover, Wicks and Bradshaw (2004) also explored in their research that organizational cultures are strongly gendered. In another word, the results of their study suggest organizational cultures are stereotypically more masculine and values masculine behaviors. Collinson and Hearn (1994) have shown several distinct arguments of men and masculinity that may characterize some organizational culture which include:

- Authoritarianism, in this sort of culture competition and aggressive behavior was encouraged which these action and behaviors are typical in men.
- Paternalism, in here organizations are seen as family business and leader/managers are given paternal states. It emphasizes co-operation and team work but to be seen as mature, the younger men try to build good relationship with older men.
- Entrepreneurialism, in this sort of culture men tend to work relatively independently and competitively. They mix with fewer people and identify themselves with similar men.
- Informalism, looks at the relationship and how employees especially male create contact with other males inside organizations through informal contacts.
- Careerism, in these sorts of organizations, the culture concerns with impressive management and competition to get promoted which are dominant forms of being men. This will create unrealistic demands on self and home life (Hearn, 2004).

Frequently, women are not viewed as good candidates for jobs that traditionally done by men, and this is not because they are not technical as men but because women do not carry the symbols, do not correspond to the hero images, do not participate in the rituals, or supposed to show the values dominant in the men’s culture (Hofstede et al, 2010). Alvesson and Billing (2004) stated, in leadership literature the world is divided into two spheres, the masculine and the feminine and so the social values are divided into the ‘male’ and the ‘female’. Aaltio and Mills (2004) attempted to distinguish between “Sex and Gender” and described sex as a biological classification of humans into women and men, whereas gender is a cultured



knowledge that differentiates them. They have argued we need to understand the feminine and masculine cultural dimensions to understand what gender means.

Gender refers to the social attributes and opportunities associated with being male and female, the relationships between women and men and girls and boys, and the relations between women and those between men (UN, 2012, p 6). Gender equity is the process of being fair to both men and women while gender equality means that the different behaviour, aspirations and needs of women and men are considered, valued and favoured equally (Government of South Australia, 2016). In another word, it means men and women rights, responsibilities and opportunities should not depend on their biology. For businesses gender parity is not only about being fair but also it is about accessing talent (Darnell and Gardiesh, 2013). In their research they have found that effective gender equality efforts actually make the workplace better for both genders.

“Gender is a linguistic artefact, a theoretical concept, a feminist invention, a quasi-object shaped in order to deal with bodies, sexualities, the desire, power, and the politics of knowledge. The codes of coherence between sex, sexuality, desire and appropriate gender performances are inscribed in cultural norms and values which operate at a discursive and material level”. (Brunie and Gherardi, 2002, p. 22)

Alvesson and Billing (2004) also stressed the importance of studying cultural notions of masculinity and femininity and their parallel dominance relationships. They stated what is perceived as biological differences are not viewed by many scholars as the final determinant of how men and women act and behaviour but we should not underestimate the importance it too. According to Hughes, et al. (2012) there is popular views between the popular literature and some social scientific literature that there is a feminine versus masculine style of leadership. The feminine style tend to compromise and work in team style, in here women are viewed as leaders with being better in listening, more empathic, less analytical, care more about others, and friendlier than men.

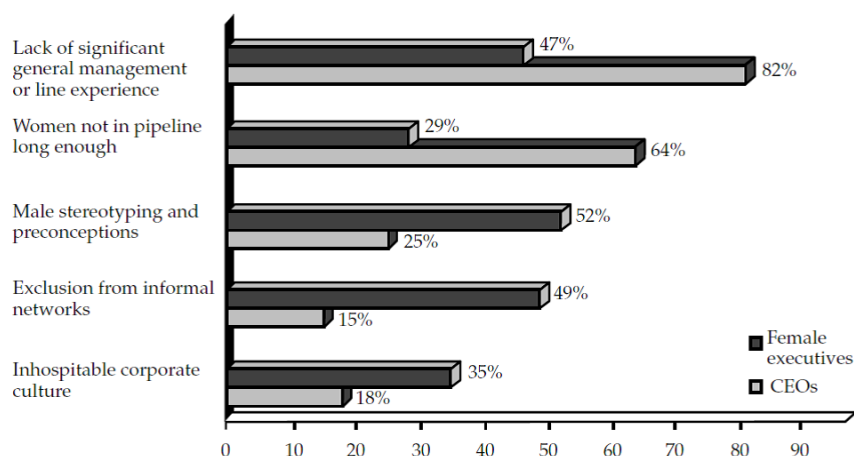
Similarly, Collard and Reynold (2005) have found that a male dominant masculine leadership is more toward competition, hierarchical, rational but unemotional, analytical, strategic and controlling, and feminine leaderships described as more toward cooperation, team working, intuitive, focused on high performance, empathetic and collaborative. Other differences between men and women include women score lower than men in well-being, women have a more guarded commitment to the firms they worked for, and it is more likely for women to take career risks than men to go to new or different areas of the company (Hughes et al., 2012).

Moreover, Alvesson and Billing (2004) presented masculinity and femininity as not psychological traits but as cultural ideas learnt and passed into the next generation as what is typical for men and women in terms of acting, way of thinking and what needs to be valued good and bad. Thus, they may establish different customs and orientations and they can be active in different spheres but quality wise there is no evidence to support one over the other. Therefore, how certain occupations are categorised as feminine or masculine is what one perceives which mainly the expression of social conditions is. Deborah Tannen (1995) argued from childhood both men and women obtain different linguistic styles, she added, girls learn to focus on rapport, in contrast, boys focus on status. Male thinking is hierarchical and by putting others down and being one up is the sign of status, and appears confidence and knowledgeable person, while female less likely to put others down for the face-saving. Sometimes women can seem to have less confidence when they expressing doubt and playing down their certainty and those who adopt a ‘masculine’ style are viewed as aggressive (Huczynski and Buchanan, 2007).

Aaltio (2004) discovered that female managers try to show themselves in a way that is neither ideological nor manipulative. They tend to reject the idea of feminine ideology, but also different than men. Hughes, et al. (2012) believe Opposite to this stereotypes and widely held

views is true, there are not any big differences between both men's and women's leadership style that has been proven statistically. They have suggested that both women and men are equally analytical, care about people, strong and dynamic, task oriented, empathic, and good at listening. Aaltio (2004) also argued that describing women as nurturing, caring, soft and relationship oriented is typical stereotypes which generally put female managers to lower levels of management and makes it extremely hard to promote to senior positions. These distinctions may matter to gynaecologist on a basis of bodily criteria but not necessarily to social scientists. Alvesson and Milling (2004) suggest both concepts of masculinity and femininity should be used to explain the cultural and symbolical meaning. The below graph 1 makes a comparison between the percentages of CEOs versus female executives who recognized different possible descriptions of the situation (Hughes et al., 2012). They concluded the CEO credited it primarily to insufficiencies in the quantity and quality of experience of potential women runners for the top positions, whereas women themselves fall into the stereotype and biases.

What Prevents Women from Advancing to Corporate Leadership?



GRAPH 1: Source: (Hughes et al, 2012, p. 33)

Today, there are additional factors that can affect women to get to the top positions such as: the women themselves have changed, the leadership roles have changed, organizational practices have changed and the culture has changed (Hughes et al., 2012). Government of South Australia (2016) suggested the problem is the leaky pipeline, not lack of female talent. It is important to notice that many female leaders beside their managerial duties, they have been seen as caretaker and so homework is expected from them. Professor Lynda Gratten at London Business School (2013) found women continue to be seen as the primary care givers at home despite taking on more responsibility in the workplace because she believes the concept of fatherhood has not changed over the last thirty years. Thus, she argued that to achieve gender equality in the workplace, we must also work on achieving it in home. Therefore, more flexible working hours and longer paternity leave can help. Collard and Reynolds, (2005) also found that there are many worldwide training courses especially designed for men and believes there is a distinctive 'women's way of leading' which this kind of assumptions underestimate the women's role. According to Darnell and Gadish (2013, p. 1) changing organizational culture and leadership behaviors are not easy tasks. However, there are a number of actions that companies can take if they really want to achieve gender equality such as:



- CEOs and executives need to develop a genuine understanding of the challenges faced by women, identify the behaviors that encourage women to succeed—and then apply that knowledge to each action and decision they make.
- Women in turn, need to help executives understand the behaviors that encourage them to succeed, and proactively work with their sponsors to create and promote their shared success stories.
- Companies need to continue to strengthen their gender parity programs.

According to a report by the Government of South Australia (2016) the most important factor in ensuring opportunities and removing barriers to leadership positions and promotion for women is top management commitment. Prasad and Prasad (2004) argued due to globalization and postmodernity, these differences have disappeared to large extend and gender equality have become an integral part of everyday organizational life, it is impossible to ignore and constantly bring conflict, creativity and disruption into organizations. Aaltio and Mills (2004) give several reasons for why Today there is a growing interest in gender studies in management research including: there is more explicitly expressed demand in Western societies for equality between the sexes, there is also need for gender studies to link the changing conditions for today organizations.

From another side, these days, the leadership is more about participation, non-hierarchical, flexible and team oriented style. Thus there is a high demand for female qualities (Davis and Johansson, 2005). Fiona Wilson (2002) argued we are witnessing a feminization of management' as the structure of organization is getting flatter and the need skills in communication, cooperation, participative decision making, teamwork, networking and developing others are qualities related to women (Huczynski and Buchanan, 2007). Although, there is huge numbers of men entering the U.S. work force, successful organizations will be those that aggressively hire women and give them the chance to get promoted, these companies should let their men to express their personal feminine values instead of motivating them to suppress female (Avolio and Bass, 2002). In 2009 women globally earned \$13 trillion which is double the combined GDPs of China and India (\$5.6 trillion). This female income is projected to be \$18 trillion by 2014 (Silverstein and Sayre, 2009a cited in Patel, 2013, p. 5). Therefore, it is a huge, dynamic segment and business wise a lucrative population that cannot be ignored.

According to European Commission (2013) In April 2013, women accounted for 16.6% of board members of large publicly listed companies in the 27 EU Member States. Today, there are only seven female CEOs running FTSE 100 companies, and at the top of FTSE 350 companies, none. "It's important to remember that although women at the top maybe fairly recruited, there are not many women at that level to begin with" says Dr Fernandez-Mateo at London Business School (2016). She also found that while the search firm placed 12.5% of women in jobs, companies hiring externally placed 6.7% of women in jobs, but when companies were hiring internally (e.g. through promotion) they hired no women at all. In another word, there is weak transparency in recruitment and promotion processes.

According to Human Rights Watch (2010) women and girls in Iraqi Kurdistan, like other women and girls all over the world, suffer many forms of discrimination, inequality, and social exclusion. The factors contributing into this inequality are religious, socio-cultural factors and the historical experiences of Kurds in Iraq. This affects almost all scopes of life, including education, employment and health. Moreover, according to IFHS majority of women are unemployed and financially dependent on husbands and families for support, only very few of them work. Only 4.3 per cent of women in Iraqi Kurdistan are in professional, technical or managerial positions. According to a Swiss NGO, even if women do the comparably same job as men where they are employed, the majority earn less.



Thus, both economical as well as talent and skills values of this huge segment were ignored and underestimated by the organizations and governmental institutions in here. It is very important for each corporation and government to recognise the benefits associated with having women in their organizations but also have gender balance at senior levels, including economic one. Therefore, it requires national government to take some important initiative on gender equality and enforce it on different institutions and companies, especially those have contract with government. Flexibility, diversity and inclusivity of women in organizations will bring productivity, increase workforce participation and improve workplace culture in the long term (Government of South Australia, 2016).

GAP IN THE LITERATURE

This study has found no empirical works focusing on gender equality in both private and public sector organizations in Iraqi Kurdistan. One of the major concerns is how little or no attention is given to the understanding of these social phenomena by academic and policy makers. If the issues of gender equality and empowerment have been haunting Western organizational landscapes for some time and for that reason the phenomena have been recognised by major bodies as major issues that affect the development and survival of organizations, in Middle East in general and Kurdistan region in particular they get zero attention. Therefore, this author believes the findings of this study apply not only to Kurdistan region but all the societies that have a high proportion of women either stay home as caretakers or working in both public and private sector organizations.

Therefore, this research intends to explore both genders leadership styles and find out how power and responsibilities were distributed in both sector organizations. Moreover, since the Kurds are masculine people and value masculine behaviours, this researcher intend to examine how masculine values played a key role in creating this inequality. Therefore, to understand gender construction in both sector organizations this author believe that four elements should be investigated: (1) the percentage of both sexes in both sectors; (2) their age and level of education and whether they linked to promotion; (3) the relation between education and work experience with span of control inside organizations; (4) the relation between the current organizational culture types and leadership styles with gender inequality and empowerment. To determine the gender equality in Organizations in Iraqi Kurdistan and examine the four elements, this author proposes three research questions:

1- What is the percentage of both sex in both sector organizations and whether there is gender parity?

2- What is the level of male and female participation in managerial positions in organizations Iraqi Kurdistan and whether there is gender parity?

3- Does the level of education and experience associate with promotion and span of control inside organizations?

Hypothesis 1: There are more male than female managers inside organizations in both sectors.

Hypothesis 2: There is relationship between participant age and turnover in both segments.

Hypothesis 3: Both male and female are equally educated.

Hypothesis 4: there are more male at different levels of management and female has less chance to get promoted.

Hypothesis 5: Male Managers control and supervise more employees than their female counterpart when it comes to span of control.

Hypothesis 6: Age, education, job title, and experience influence the span of control inside organizations.



In order to answer the research questions and test the hypotheses, a quantitative research method was used. The main goal of quantitative survey technique is to produce facts and estimates from a large, representative sample of population.

SAMPLE, DATA COLLECTION & MEASUREMENT

In order to answer the research questions and test the four elements in this study, a pervious sample population of 272 managers and major decision makers in both public and private sector organizations were used for this research. The objective is to produce some statistical data from the sample. The sample was based on managers in some of the main ministries, directorates, universities, hospitals, NGO, Telecommunication Company and other local companies in both sectors in Iraqi Kurdistan. Additionally, to bring consistency and produce reliable data the target population is drawn on homogeneous population “Kurd” and they are all either managers or holding high ranking positions in either sector organizations (Hair, et al., 2002). To measure, compare and calculate the standard deviations and means, SPSS statistical computer package was used for this study. The samples of both genders were treated separately to test the relation and produce comparable findings. Three different results were produced from the findings. The first section was based on demographic results. In this part, the first three elements are answered. The second part presents the Cronbach Alpha results for both genders to test the inter-items correlations and check the reliability. The third section the focus is on producing some descriptive statistical data to measure, explore and compare the leadership styles of both sexes. At the end a discussion was created based on the new findings.

RESULTS

Frequency

This research is based on a sample population of 272 managers and professionals in different sector organizations in Iraqi Kurdistan. After a thorough evaluation of the target population only 272 – 45% returned questionnaires out of 610 were used as valid and reliable for this research. The table (1) exhibit six statistically comparable computed demographic data for both sexes which can explain more the differences between both Male/Female:

TABLE 1: Six Statistically Comparable Demographic Data for Male – Female population

		Frequency- Male	%	Frequency- female	%
Sector	public	123	69.5	65	68.4
	Private	54	30.5	30	31.6
	Total	177	100.0	95	100.0
age	20-25	10	5.6	16	16.8
	years	74	41.8	41	43.2
	25-35 years	43	24.3	25	26.3
	35-40 years	27	15.3	4	4.2
	40-45 years	11	6.2	5	5.3
	45-50 years	12	6.8	4	4.2
	51- above	177	100.0	95	100.0
	Total				
Education	Secondary	10	5.6	3	3.2
	High school	41	23.2	10	10.5
	Bachelor	97	54.8	53	55.8
	Master	16	9.0	16	16.8
	PhD	6	3.4	4	4.2



	Others	7	4.0	9	9.5
	Total	177	100.0	95	100.0
Job Title	Supervisor	26	14.7	20	21.1
	Department Manager	84	47.5	60	63.2
	General Manager	24	13.6	3	3.2
	CEO	17	9.6	3	3.2
	President	9	5.1	0	0
	others	17	9.6	9	9.5
	Total	177	100.0	95	100.0
Chain of command	less than 10	86	48.6	56	59.0
	10-20	46	26.0	16	16.8
	20-50	29	16.4	10	10.5
	50-100	7	4.0	4	4.2
	above 100	9	5.1	9	9.5
	Total	177	100.0	95	100.0
Years Experience	1-5year	22	12.4	34	35.8
	5-10 years'	61	34.5	27	28.4
	10-20 years	72	40.7	21	22.1
	20-40 years	22	12.4	13	13.7
	Total	177	100.0	95	100.0

Please note that, in hypotheses testing both numbers and percentages of both male and female segments will be investigated. This is due to the fact that men represent the majority of the sample population and women minority. Therefore, they may not be equal in numbers but their percentages in each segment can bring more clarity and consistency into the final outcomes.

The reliability Test

Reliability tests are used to study the properties of evaluated scores. The analysis involves calculation of scales and shows the inter-items correlation (IBM, 2010). In this part Alpha data are important to understand the consistency between items and investigate whether alpha numbers are acceptable. Tavakol and Dennick (2011) argued that .7 to .9 is considered good to excellent results. Brown (2002) suggests that the value of .7 represent 70% of reliability and this is taken as the rule of thumb. Additionally, the Cronbach Alpha for 45 items in this research for male is .885 and .891 for female. This indicates that both values are considered excellent. Table (2) demonstrates both values for both sector managers. TABLE 2: Reliability Statistics Male in both sectors .885 Female in both sectors .891

Cronbach's Alpha	N of Items
Male in both sectors .885	45
Female in both sectors .891	45

In addition, the table (3) shows the results of Kaiser-Meyer-Olkin value which is .855 and Sig value of .000 for male. Also table (4) provides the KMO value of .797 and the Sig value of .000 for female which is below 0.05. KMO test is to understand whether the partial correlation between variable are small and the sig test indicate whether the correlation matrix is an identity matrix and if so it suggest the factor model is inappropriate. Their jobs are to verify whether the data are good for factor analysis or not.



TABLE 3: KMO and Bartlett's Test for male

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.855
Bartlett's Test of Sphericity	Approx. Chi- 4074.137
	Square
df	990
Sig.	.000

TABLE 4: KMO and Bartlett's Test for female

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.797
Bartlett's Test of Sphericity	Approx. Chi- 3107.926
	Square
df	990
Sig.	.000

Descriptive Analysis

In order to produce summery statistic numbers including: means, standard deviation, and minimum, maximum descriptive analysis is important. Thus, for this study the means for each leadership style was aggregated separately and divided into five likert-points. Each gender was treated as different segment and their leadership styles were investigated. Therefore, this research produces some new data in this field in this region which they were presented in table (5).

TABLE 5: Male & Female Leadership Styles in Private & Public Sector Organizations

Leadership styles	scales	Private & Public sectors total scores	male	Female	Norm scores
Transformational	Idealized influence (attributed)	13.62/4= 3.40	3.2	3.2	2.66
		11.64/4= 2.91	3.06	2.78	3.21
	Idealized influence (Behavior)	12.47/4= 3.11	3.22	2.98	3.08
		11.69/4=2.92	3.02	2.84	3.12
	Inspirational motivation	10.94/4=2.73	3.01	2.77 2.9	2.87
	Intellectual stimulation	3.01	3.1		2.99
Transactional	Individual consideration				
	Average				
	Contingent reward leadership	12.67/4= 3.17	3.26	3.07	3.08
	Management by exception - active	12.50/4= 3.12	3.23	3.09	2.43
	Average	3.14	3.24	3.08	2.75
Laissez faire	Management by exception - passive	11.46/4= 2.86	2.89	2.81	1.23
	Laissez faire leadership	10.56/4= 2.64	2.6	2.64	0.88
	Average	2.75	2.74	2.72	1.05

Once again, this study produces some significant new results on male and female leadership styles in Iraqi Kurdistan. As it appears in the above table (5) the third column exhibits the results for both segments as one unified sample population that represent both male/female in both sectors organizations. The fourth column shows only the results for 177 male managers as a separate segment. The fifth column present data about the dominant leadership style for 95 women in both sectors. According to Avolio and Bass

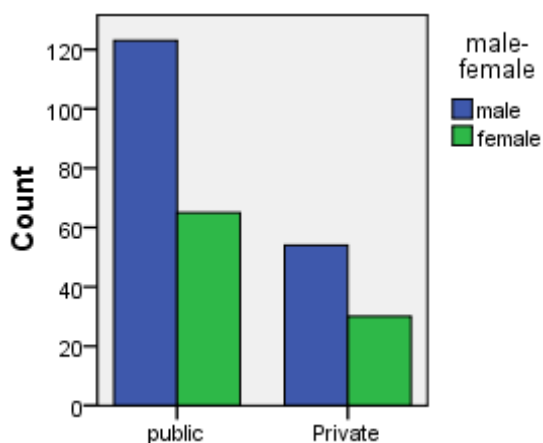
(2004) for a leader to be viewed transformational s/he should demonstrate the norm-referenced or above behaviour. Thus, based on the male managers perception in both sectors, they score only two scales out of five lower than norm values, while, female four out five scales. Therefore, this author can conclude that men are more transformational than women in the leadership style.

Moreover, the results of managers perception of their leadership indicate that both male and female score above the norm in transactional leadership style but the scores of men once again are higher than women. In Laissez-faire style of leadership both gender scores above the referenced-norm with very little different. Therefore, this author can conclude that both transactional and transformational leadership styles are seen in men, while transactional and laissez-faire is stronger in women sample. Avolio and Bass (2004) suggest for a leader to be seen active and effective they should present both transformational and transactional leadership behaviours but transformational more dominantly. As for both genders in Iraqi Kurdistan, this author can conclude both genders are more dominated by transactional leadership style. However, the men are more toward transformational than women. The transformational style was suggested by Avolio and Bass (2002) as the most effective style of leadership which is built on transactional style of leadership, while Laissez-faire is the most passive and ineffective. Transaction style of leadership involves close monitoring behaviours and continually setting standards to control behaviours.

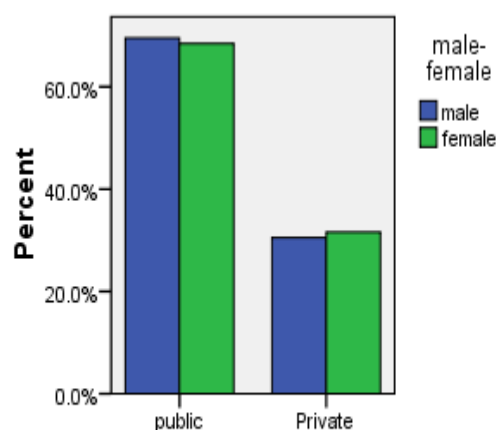
HYPOTHESES TESTING

Hypothesis 1: There are more male than female managers inside organizations in both sectors.

In public sector the sample population consist of 188 – 68.4% of participant managers while 84 – 31.6% candidates work for private sector organizations. As it shown in graph (2) out of 188 state managers, 123 – 65% were male and 65 – 35% were female. In contrast, in private sector the divisions between both Genders are as: 54 – 64% men and 30 – 36% women.



Graph 2: sector



Graph 3: sector

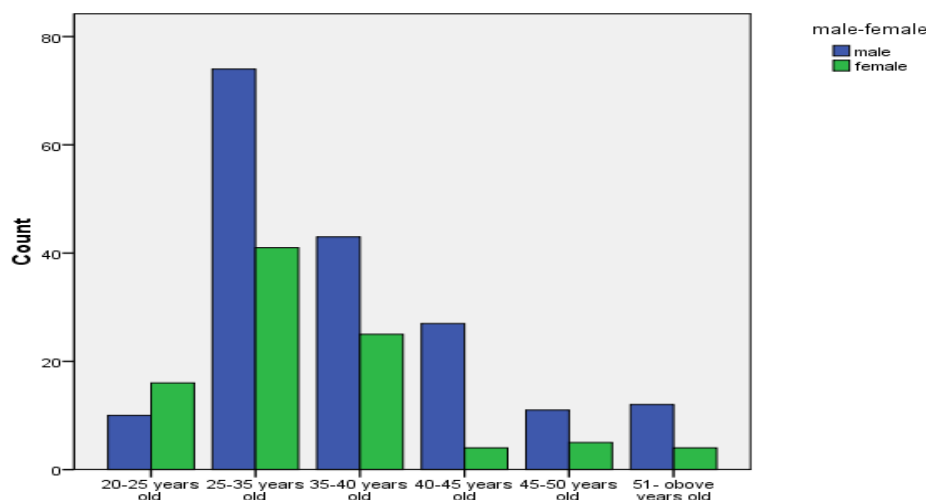
Although, the results indicate that the management levels in both sector organizations were dominated by male 177 – 65% compared with 95 – 35%, interesting, percentage wise, both gender were distributed almost equally in both sectors as they were shown in graph (3). Thus the hypothesis (1) was supported. Therefore, this author concludes managerial positions at both sectors are occupied by male while female play as minority. Moreover, there is no gender parity in both sectors and these organizations have not achieved gender-balance in their organizations.

Hypothesis 2: There is relationship between participant age and turnover in both segments.

Despite the fact that there are more male managers than female in both sectors, the data in table one as well as figure (4) show that for the age between 20 to 25 there are more young female managers in both numbers as well as percentages. This indicates that more women are



entering into the management job at faster and earlier age than male. At the age 25 to 35 to 40 there are more male managers in numbers but percentage wise there are more female than male. Opposite to these findings, from the age 40 to 50 and above the numbers and percentages of male managers' increases significantly. These data suggest that as the female managers get older their chances to go further with their jobs is getting lower and lower. Thus, the hypothesis (2) was not supported. Therefore this author conclude that female has more chance to enter into managerial positions at earlier age than male counterpart but as they get older their chances of stay in job is getting lower and opposite is quite true for male. At older age the turnover level is much higher in women managers than men.

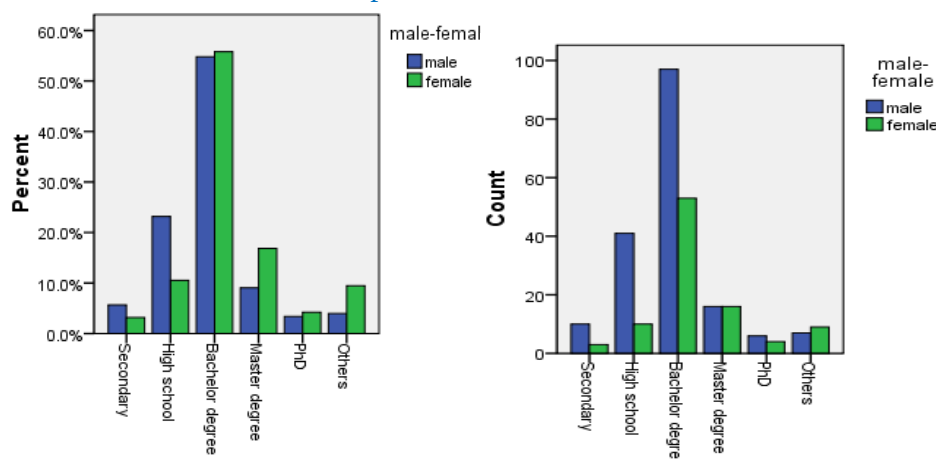


Graph 4: Age of Participants

Hypothesis 3: Both male and female are equally educated.

The results for education in table (1) as well as graph 5 and 6 indicate that there are more male with lower qualifications (Secondary & high-school) than women and because the male segment is bigger than female segment, the numbers of Bachelor degree is higher in male but percentage wise women score higher. For postgraduate the indexes of both segments show that the numbers and percentages for both genders are equal. Moreover, Out of 177 male managers only 6 – 3.4% of them have PhD, while 4 – 4.2% out of 95 female managers have PhD qualifications. There are also more 'other qualifications' in women segments than men. Please note that, other qualifications means other achievement outside of collage and universities i.e. there are other professional bodies and institutes that provide varies of courses to different people. Thus, the this author can reject the hypothesis (3) and conclude that although the data show that women are more educated and have higher qualifications, there are more men with lower qualifications in managerial positions.

Graph 5 & 6: Education

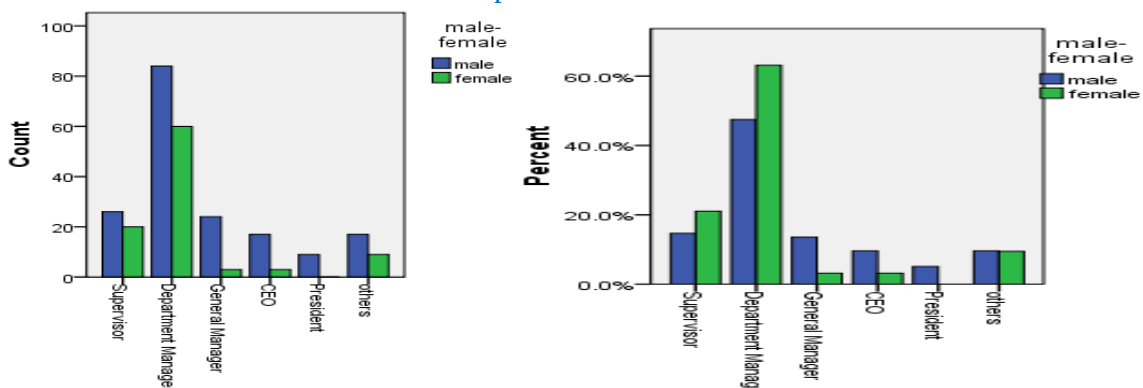




Hypothesis 4: there are more male at different levels of management and female has less chance to get promoted.

The results in table one as well as figure 7 and 8 suggest that, although there are more men at supervisory and department levels due to the size of male segment, percentagewise, these lower levels of management was occupied by women. Thus, it indicates that women are more present at lower management levels. At senior levels, there are 24- 13.6% male general manager compared with 3- 3.2 female general managers. Also there are 17 – 9.6% male CEO while only 3 – 3.2 female CEO in both sectors. It is important to notice that there are 9 – 5.1% male at Presidential level while there are non-woman president. Thus, this researcher accept the hypothesis (4) and concludes that the levels of managements inside both sector organizations are not equally distributed. Although, the hypothesis 2 and 3 suggest that at younger age women are more active and have more opportunities to get into managerial positions than when they get old but also women are more educated than men, the results in hypothesis (4) indicate that there more men in senior positions that women. Therefore, men have bigger chance to get promoted into senior positions. Once again the idea of gender parity was failed and it shows that these organizations could achieve gender balance.

Graph 7 & 8: Jobs-Titles

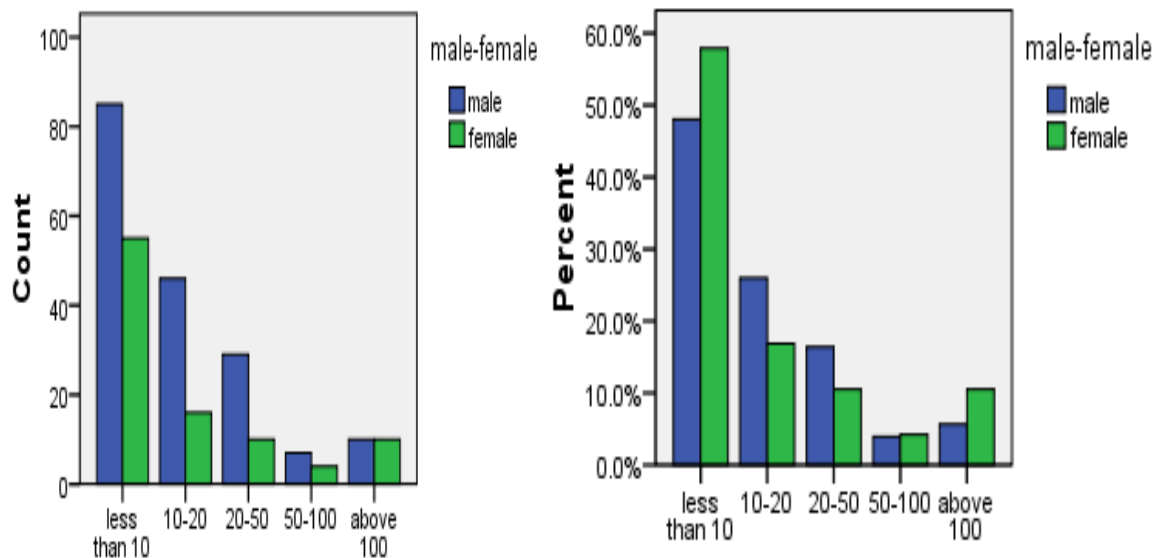


Hypothesis 5: Male managers control and supervise more employees than their female counterpart when it comes to span of control.

In order to test this hypothesis and explore the relation between variables table (1) and the graph 9 and 10 results show that in less than 10 employees male score higher due to their large sample size but women score higher in percentage. The data show that in controlling 10 to 20 to 50 employees, men scores higher in both numbers and in percentages than women in both sectors organizations. In 50 to 100 and above men control relatively similar or higher in numbers but percentagewise, women control more employees. In another word, because male represent the majority of the sample population they score higher than female, otherwise, when the results of both segments checked and compared according to each segment percentages, women control more employees than men. Thus, this research reject hypothesis (5) and concludes that this hypothesis is not supportive because in most cases women control more employees than men especially when the span of control grow bigger.



Graph 9 & 10: Numbers of Employees

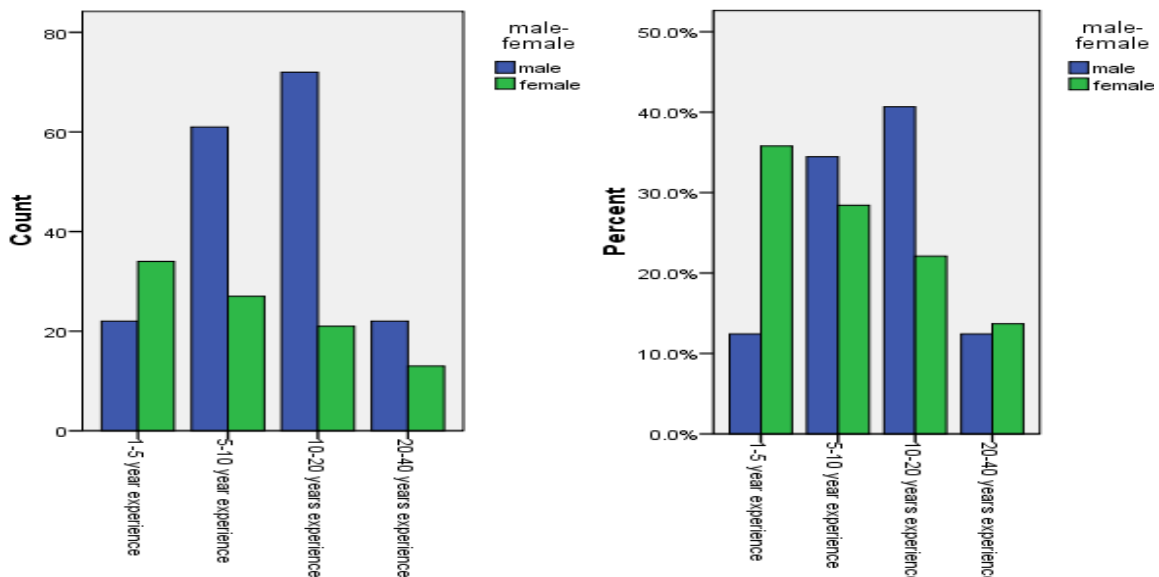


Hypothesis 6: Age, education, job title, and experience influence the span of control inside organizations.

The results in table (1) and graph 11 – 12 indicate that female segment only in 1 to 5 years and 20 to 40 years have bigger proportion of percentages in having experience. In 5 -10 and 10 – 20 years men have more percentage in years of work experience their women colleagues. This data indicate that in Iraqi Kurdistan there is a lots of drop out after the first five years of work and those women stay in the work long enough i.e. 20 to 40 years have problem in promotion because the findings in hypothesis (4) already suggested that there are more men in the senior positions which women are more seen at lower levels such as supervisory job and department managers.

Therefore, this author reject the hypothesis (6) and can also conclude that because women are more educated, more active at younger to middle age and have stayed very long in organizations, they have less chance to get promoted into upper levels of managements, the findings also suggest that as the span of control get bigger, the role women appear more in complex cases. The new results suggest that there is transparency problem in recruitment and advancement in organizations.

Graph 11 & 12: Numbers of Year Experience





DISCUSSION

To understand and explore gender parity in Iraqi Kurdistan and whether organizations in both public and private sector have achieved gender-balance, three questions and six hypotheses were raised to be tested and answered in this study. The finding shows that transformational and transactional behaviours are seen in both male and female managers inside organizations. However, Transformational qualities were seen more in men segment than women sample. According to Avolio and Bass (2004) for a leader to be seen effective and charismatic who can generate extra effort and commitment in employees, s/he should demonstrate both styles of leadership behaviours but most importantly on transformational scales.

The results indicate when their final scores were compared with suggested norms-referenced scores; the dominant leadership style in both genders is transactional style of leadership even though the male population scores relatively high on transformational. Thus, this author believes that organizations in both sectors are managed and governed by transactional leaders. Transactional leaders are relatively effective if they understand how to use their power in allocating organizational resources because the focus is on specifying tasks, correcting when it is necessary and rewarding them if they have done their tasks correctly. Moreover, if they fail to use rewards and resources reasonably to motivate employees, they can fall into Laissez-faire category of leadership which is the most passive and least effective style of leadership (Avolio and Bass, 2002). Laissez-faire is seen as non-leader by some scholars because the only try to intervene when there was a problem and realised (Rowold, 2005).

In examining the hypotheses, the new findings suggested even though women are more educated and better in managing bigger span of control, they have problems with stay in their job long enough to get promoted into senior levels. Those women that stay long are either supervisor or department managers with some exceptional case as senior positions. It is important to notice that female account for 35% of managers in employment across the Kurdistan region in both sectors and on average as it shown in table (1) they have a higher level of education, more experienced and start as managers at earlier age than their male colleagues: 84.3% of women work as supervisor and department managers compared to 64.2% of men. Only 6.4% women have reached to senior positions such as general managers and CEO compared to 28.3% of men. These data support the argument that at the top levels of organizations where the important decisions are made women remains under-represented. This is despite the fact that, 28.8% of male managers have secondary and high school qualifications compared with 13.4% of women. Additionally, percentagewise, more women managers have undergraduate, post graduate and PhD candidates than men. The data in table (1) also suggest that women play a key role in managing employees in higher numbers than men counterparts i.e. 50 to 100 and above employees.

According to a report by the European Commission (2013) this under-representation of female in organizations has major consequence on return on investment and profit making. This author believes this will lead to lack of economic development and prosperity in Iraqi Kurdistan. Therefore, this social phenomena, not only have a human case but also economic and business case for taking action. Barnell and Gardiesh (2013) pointed to the range of gender equality programmes in the UK and argued the majority of the companies offer three or fewer programmes such as: flexible work arrangements i.e. working hours, flexible or non-traditional career paths i.e. job rotation, networking groups i.e. regular gathering, formal mentorship and coaching programmes, formal sponsorship programmes for career advancement. Thus, the companies as well as government in here can implement these kinds of programmes in here too.

IMPLICATION TO RESEARCH

This study produces some new data on gender parity in Iraqi Kurdistan as a newly develop region. It provides bases for companies and government to understand this social



phenomenon in this part of the world and how it can impact economic growth and return on investment. The current and future government should take advantage of these new findings and suggestions and investigate how they can make women's role inside organizations more active, how they can achieve gender parity inside their organizations and how they can take advantage of talented women in developing the economy. It is very important that the policy makers see this as an opportunities rather than a threat and see how they can make both public and private sector organizations more compatible with the new world order. From another side, this research contributed to the international understanding on gender equality and expands the current knowledge on how they can tackle the problem. This study provides platforms for better understanding of gender equality in private and public sectors in relation to organizational culture and leadership. It can be seen as a road map for both corporations and government on how they can improve and achieve gender-balance in their organizations. In the past decades, the gender parity and the relation between economic growth and gender balance in management become increasingly important in international arenas, particularly in developed countries. Internationally it was debated on many levels and many pressure groups are developed and pushed governments around the world to introduce a range of initiatives on different scales to bring equality and balance to this gender issue. Considering the relation between gender balance and economic benefits to both government and businesses, there is a need by both policy makers and organizational leaders to ensure the issue is taken seriously and addressed systematically so they are better equipped for the future uncertainty. The above results, suggest that the rate of progress by both government and corporations is generally very slow and not sustained. To bring about more active and faster change and to make sure gender parity at all levels achieved in both sectors, especially those have contract with government, the policy makers has to propose legislative actions. The proposed action need to force companies across the KRG region to meet the proposed objectives and apply gender balance in their organizations. The recruitment and the appointment process should be encouraged to be transparent in both sectors and both men and women are treated equally on the basis of their relevant talents and experience and not on their biology. In case both candidates are equally qualified for the position, the priority should be given to the under-represented gender.

CONCLUSION

This study aims to explore the gender parity in private and public sector organizations in Iraqi Kurdistan. A cross-gender comparison was made to discover the leadership style of both male and female in Iraqi Kurdistan and examine their relation to organizational culture. Three questions were asked and six hypotheses were proposed to test the relationship between variables. The questions were answered and hypotheses were tested. The findings suggest that there are more male managers than female. Even though, the data indicated that women enter into management job earlier, more educated and better in controlling wide span of employees than men colleagues, the level of turnover is high among women and men have more chance to get promoted into senior positions. Only 6.4% of 95 female managers are in senior level compared with 84.3% at lower level managements such as supervisory and department managers.

The current findings produce some important insights about gender equality in this part of the world. It also produces some important results that can contribute to the current knowledge in these theoretical fields. It provides information to both private companies and government about the current global issues and how to tackle it to support their organizations to become more competitive and compatible in the future. Thus, the new data should be interested to policy makers, feminist and pressure groups, local and international managers, professional scholars and academics. Therefore, this researcher strongly recommend more in deep research



at different levels in this field especially in this part of the world to find out how we can tackle this global social phenomena.

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