

## DEDICATION

*Especially for*

*My mother, Rukiah bt. Abdullah  
and in memory of my late father, Hj. Mohd. Rasdi bin Rais*

*for their strength and perseverance*

*and*

*my husband, Nik Mohd Asri bin Nik Long*

*for his companionship in the work and nonwork spheres of my lives*

*and*

*Ameer, Aisyah, Amar and Aiman*

*for their unlimited love, affection and happy moments*

Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfilment of the requirement for the degree of Master of Science

**GENDER DIFFERENCES IN MANAGEMENT STYLE AMONG  
MANAGERS IN MALAYSIAN PUBLIC ORGANIZATIONS**

**By**

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**July 2004**

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Traditionally, men and women managers were characterized with different qualities and behaviours. Due to these different qualities, behaviours and gender relations constructs, men and women are said to manage organizations differently. An amount of literature substantiated the above arguments. However, there are also studies indicating that there are no gender differences in management style. Thus, this study primarily aims to answer this argument, i.e. whether there is difference in management style between men and women managers. The respondents of this survey study were 187 managers of whom 124 were men and 63 were women managers, coming from various public organizations in Malaysia. They were sampled randomly from the training participants of Leadership Course series of National Institute of Public Administration (INTAN) for the duration from March 2003 until June 2003. The study adapted and adopted Ministry Style Assessment by Berkley (1995) as the theoretical foundation on the managerial styles exercised by men and women managers. The composite score for the four styles, namely commander, shepherd, maintenance and entrepreneur was identified using the transformed z-scores.

Chi-square test for homogeneity showed that gender differences existed in management style. Men managers are most likely to practice commander style of management, followed by maintenance, shepherd and entrepreneur. On the other hand, women managers tend to portray the style of shepherd, entrepreneur, commander and maintenance. The Goodness-of-Fit analysis indicated that the distribution of men managers across the four management styles are more heterogeneous, where majority of them tend to practice commander management style. Though numerically, more women managers showed shepherd management style, the test found that women managers are more homogenous in style, where the distribution of women managers who demonstrate commander, shepherd and entrepreneur management style are almost equal. Results also indicated that there were no differences in the management style of men and women managers based on demographic profile, professional profile and organizational location.

The study implies that organizational management should capitalize on the slight variation in management style between men and women to the advantage. Further research is recommended to include psychological factors such as job satisfaction and motivation, and the influence of significant others such as bosses, peers and employees in the analysis.

Abstrak tesis yang dikemukakan kepada Senat Universiti Pertanian Malaysia  
sebagai memenuhi keperluan untuk ijazah Master Sains

**PERBEZAAN GENDER DALAM GAYA PENGURUSAN DI KALANGAN  
PENGURUS-PENGURUS ORGANISASI AWAM DI MALAYSIA**

**Oleh**

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Secara tradisinya, lelaki dan wanita mempunyai ciri dan perlakuan yang berbeza. Oleh kerana perbezaan ciri, perlakuan dan bentuk hubungan gender, lelaki dan wanita juga dikatakan mengurus organisasi dengan cara yang berbeza. Banyak kajian menyokong pernyataan di atas. Namun begitu, terdapat juga kajian yang menunjukkan bahawa tiada perbezaan dalam gaya pengurusan antara pengurus lelaki dan wanita. Dengan demikian, kajian ini bertujuan untuk menjawab persoalan sama ada wujud perbezaan dalam gaya pengurusan antara pengurus lelaki dan perempuan. Kajian survei ini melibatkan 187 orang pengurus yang terdiri daripada 124 orang lelaki dan 63 orang wanita dari pelbagai organisasi awam di seluruh Malaysia. Sampel diambil secara rawak daripada peserta kursus kepimpinan yang dijalankan di Institut Tadbiran Awam Negara (INTAN), bermula Mac 2003 hingga Jun 2003. Kajian ini menggunakan *Ministry Style Assessment* oleh Berkley (1995) sebagai asas teori dalam gaya pengurusan yang diamalkan oleh pengurus lelaki dan wanita. Skor keseluruhan bagi empat jenis gaya pengurusan iaitu komander (*commander*), pembimbing (*shepherd*), pemelihara (*maintenance*) dan pengusaha (*entrepreneur*) dikenalpasti dengan menukarkannya kepada z-skor.

Ujian Khi-Gandadua untuk kesamaan menunjukkan bahawa terdapat perbezaan dalam gaya pengurusan di kalangan pengurus lelaki dan wanita. Pengurus lelaki lebih cenderung untuk mengamalkan gaya pengurusan komander, diikuti oleh pemelihara, pembimbing dan pengusaha. Pengurus wanita pula lebih cenderung kepada gaya pengurusan pembimbing, diikuti oleh pengusaha, komander dan pemelihara. Walau bagaimanapun, ujian *Goodness-of-Fit* menunjukkan taburan pengurus lelaki bagi keempat-empat gaya pengurusan lebih heterogenes, yang mana majoriti pengurus lelaki cenderung kepada gaya pengurusan komander. Walaupun secara numerik, pengurus perempuan lebih cenderung kepada gaya pembimbing, ujian ini mendapati gaya pengurusan pengurus wanita adalah homogenes, iaitu mereka mempamerkan gaya pengurusan komander, pembimbing, pemelihara dan pengusaha secara hampir sama. Dapatan kajian juga menunjukkan bahawa tiada perbezaan gaya pengurusan pengurus lelaki dan wanita berdasarkan profil demografi, profesional dan lokasi organisasi.

Kajian ini membayangkan bahawa pengurusan organisasi seharusnya memanfaatkan variasi yang kecil dalam gaya pengurusan di antara lelaki dan perempuan. Kajian selanjutnya dicadangkan supaya mengambil kira faktor-faktor psikologi seperti kepuasan pekerjaan dan motivasi, serta pengaruh ketua, rakan sejawatan dan pekerja bawahan dalam analisis.

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I certify that an Examination Committee met on 16<sup>th</sup> of July 2004 to conduct the final examination of **Roziyah Mohd. Rasdi** on her **Master of Science** thesis entitled “**Gender Differences in Management Style Among Managers in Malaysian Public Organizations**” in accordance with Universiti Pertanian Malaysia (Higher Degree) Act 1980 and Universiti Pertanian Malaysia (Higher Degree) Regulations 11981. The Committee recommends that the candidate be awarded the relevant degree. Members of the Examination Committee are as follows:

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## DECLARATION

I hereby declare that the thesis is based on my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted for any other degree at the UPM or other institutions.

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ROZIAH BT. MOHD RASDI

Date:

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