

*Full Length Research Paper*

# The effect of gender differences in supervisors' emotional expression and leadership style on leadership effectiveness

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The effect of gender-role stereotypes means that the leadership effectiveness of female leaders is likely to be underestimated, as their roles are different from those of traditional male leaders. Given the theory of paternalistic leadership in Chinese society and from the perspective of Chinese culture, this study re-examined the relationship between the emotional expression and leadership style of supervisors and gender-role stereotypes and its effect on leadership effectiveness. Data were collected using questionnaires distributed to supervisor-subordinate pairs in various departments of 76 enterprises in Taiwan. The research findings showed that gender differences among supervisors did not have a direct effect on leadership effectiveness. However, with the moderation of gender differences in the emotional expression and leadership style of supervisors, negative emotional expression, authoritarian leadership and benevolent leadership all had a significant effect on leadership effectiveness for both genders. The implication of these findings was that gender does not directly affect leadership effectiveness, but that the display of emotional expression and a leadership style consistent with gender expectations, does have effect on the leadership effectiveness of supervisors; thus, providing evidence of the prevalence of gender-role stereotypes in Chinese societies.

**Key words:** Emotional expression, paternalistic leadership, leadership effectiveness, gender-role stereotypes.

## INTRODUCTION

In paternalistic Chinese societies in which men are deemed superior to women, female leaders are expected to assume both the roles of their gender and the manager. The resulting pressure from the conflict between these roles may affect the interactions between female leaders and their subordinates. With more females entering the workplace, the number of female supervisors in Chinese societies is increasing. However, as the gender-role stereotype for women does not conform to the supposedly masculine characteristics of leadership, the situation of female leaders is somewhat unfavorable. Women with the same leadership style and skills as men still need to make greater effort to prove their leadership ability. Generally,

when female leaders display a tough and authoritarian work style, they are likely to receive negative and unpopular appraisals (Oakley, 2000). As the notion that "man is superior to woman" is deeply rooted in Chinese culture, this situation is more obvious in Chinese societies. The issue of gender is thus of great research value for Chinese organizations. From the perspective of Chinese culture and the traditional idea that "man is superior to woman," this study examines the effects of the gender roles of supervisors and their leadership style on leadership effectiveness.

According to previous organizational theories, people are considered to display the motivation to achieve objectives following rational thoughts. However, research on emotions in organizations was not emphasized (Domagliski, 1999) until the 1980s, when Hockschild (1983) proposed the idea of the commercialization of

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human feeling. At the end of the 1980s, Rafaeli and Sutton conducted a series of studies on emotional expression (Rafaeli, 1989a, b; Rafaeli and Sutton, 1987, 1989, 1990, 1991; Sutton, 1991; Sutton and Rafaeli, 1988). The 1990s saw the proposal of the concept of emotional intelligence and greater attention to research on emotions (Goleman, 1995, 1998; Mayer and Salovey, 1997). However, research on emotional expression is still scant, with most studies focusing on the relations between the members of organizations and external personnel. Emotional expression among internal members of an organization (and particularly the relationship between supervisors and subordinates) and its effects are usually neglected. Discussions on the moderation of gender are even fewer. However, as supervisors and subordinates have the most interaction in an organization, the emotional expression of these groups of staff is likely to be important. Research on this matter is thus critical.

This study discusses the effect of gender on leadership effectiveness in terms of its interaction with the emotional expression and leadership style of supervisors. It examines whether leadership effectiveness is better when the leadership styles and emotional expression of supervisors correspond to established gender roles.

## LITERATURE REVIEW AND HYPOTHESES

### Leadership effectiveness and its measurement

There is no particular definition of leadership effectiveness. Yukl (1994) suggests that, as with the concept of leadership in general, the number of definitions of leadership effectiveness will be the same as the number of people attempting to define it. By combining the research on leadership effectiveness and the opinions of various researchers on leadership, leadership effectiveness can be defined as the cooperative effects among leaders, subordinates and organizational objectives, including objective performance, the turnover rate, and the achievement of objectives, but also subjective morale, reputation, attitude and satisfaction (House, 1971; Lewis, 2000; Stogdill, 1974; Yukl, 1998). To measure leadership effectiveness, this study thus used measures based on both subjective and objective dimensions. The subjective dimension was measured by the loyalty to supervisor scale proposed by Jiang et al. (2007), and the objective dimension was measured by the job performance scale proposed by Farh et al. (1991).

### Gender and leadership

Gender roles are the agreed or expected behavior for men and women in social culture, meaning what is generally considered to be the proper roles or favored

behavior for men and women in a specific culture. The development of gender roles results from socialization. The most apparent differences between the genders are manifested in appearance and physiology, but in the process of socialization further differences are created by environment, culture, and tradition. According to social role theory, gender roles can be classified into two characters: The male agentic character, which displays steadiness, control, domination, and self-confidence, and the female communal character, which displays emotion, benevolence, helpfulness, sympathy, interpersonal sensitivity and mildness (Eagly, 1987; Eagly et al., 2000). The "gender-role congruency hypothesis" posits that people are likely to give higher appraisals of those who behave consistently with gender roles, as society expects both genders to behave according to those roles. Traditionally, leaders were men, and women encountered many obstacles to becoming leaders (Eagly et al., 2002). Much research has found that subordinates are likely to display different psychological reactions and work attitudes depending on the gender of leaders and organizational members show differing acceptance of female and male managers. Female managers are not consistent with the role expectation in traditional patriarchal ideology, and their performance is evaluated against different standards. For this reason, the appraisal of male and female managers differs even when their performance is similar. Moreover, most female supervisors receive negative appraisals, mainly due to gender-role stereotypes rather than their actual work capability (Eagly et al., 1992; Vecchio and Bullis, 2001).

Research on people's opinions of successful managers show that, the "successful leadership image" is similar to the "male image," and that generally male managers are more likely to be regarded as successful and typical managers than female managers. This is a global phenomenon and prejudice against female leaders has not changed over time (Brenner et al., 1989; Deal and Stevenson, 1998; Schein et al., 1996; Powell and Butterfield, 1979, 1989; Powell et al., 2002).

### Gender and paternalistic leadership

Hofstede proposed that the connotation and styles of leadership are affected by culture (Hofstede, 1980, 1983, 1987, 1993, 1997). In most situations, leadership style does not depend on individual will, but reflects cultural values. An effective leadership style will be influenced by the social context (Farh and Cheng, 2000), and leadership behavior is likely to differ across cultures (Silin, 1976; Redding, 1990; Cheng, 1995a, b; Westwood, 1997; Gelfand et al., 2007).

Past research shows that the cultural values of Chinese societies are remarkably different to those of Western societies. Thus, using leadership models developed in the West in Chinese organizations with different cultural

values may be impractical and may cause misunderstandings (Smith and Wang, 1996; Hofstede, 1980; Smith and Bond, 1993; Gelfand et al., 2007). Chinese cultural values should be taken into account in attempting to understand Chinese leadership.

Paternalistic leadership is a characteristic leadership style considered to be distinct to Chinese organizations (Silin, 1976; Redding, 1990; Cheng, 1995a, b; Westwood, 1997; Cheng et al., 2004; Gelfand et al., 2007). To discriminate paternalistic leadership from Western leadership styles, Cheng et al. (2002, 2003) compares paternalistic leadership and transformation leadership among enterprises in Taiwan and China. The findings show that paternalistic leadership can be regarded as a unique leadership style in Chinese organizations, as it still has a significant effect after controlling for the Western-style transformation leadership (Silin, 1976; Redding, 1990; Cheng, 1995a, b; Westwood, 1997; Farh and Cheng, 2000; Cheng et al., 2002, 2004; Chou et al., 2005; Lin and Cheng, 2007; Gelfand et al., 2007).

Paternalistic leadership comprises three dimensions: Authoritarian, benevolent and moral. Authoritarian leadership emphasizes that the authority of the leader is absolute and uncontested, exerts strict control over subordinates and requires absolute obedience. Benevolent leadership means that the leader has individual, overall and permanent concern for subordinates. Moral leadership requires a leader to display a high level of personal integrity or accomplishments to win the respect and admiration of subordinates. Overall, paternalistic leadership can thus be defined as leadership with paternal kindness and moral integrity but that involves strict discipline and authority in the rule of others (Fan and Cheng, 1998; Cheng, 1995a, b; Farh and Cheng, 2000; Cheng et al., 2004). As little research on paternalistic leadership examines gender, this study addresses the need to discuss the different effects of gender on paternalistic leadership. According to gender-role theory, the male agentic character tends toward autocratic and dominant leadership styles (Eagly and Johnson, 1990). The constructs of dignity, autocracy, concealment, austerity, and doctrine that characterize authoritarian leadership are also generally male traits. According to the gender-role consistency hypothesis, people are likely to give better appraisals to behavior that is consistent with gender roles, and poorer appraisals to the opposite. Hence, when female supervisors display authoritarian behavior, which is considered to be inconsistent with their gender role, their subordinates are likely to show worse reactions and attitudes, and their leadership effectiveness will thus be reduced (Eagly et al., 1992; Rojahn and Willemssen, 1994). In contrast, when male supervisors display authoritarian leadership, which is considered to be consistent with their gender role, their leadership effectiveness is deemed to be better. Building on these observations, the following hypotheses are proposed:

H<sub>1</sub>: The gender of supervisors moderates the relationship between authoritarian leadership and leadership effectiveness.

H<sub>1a</sub>: Subordinates display greater loyalty to male supervisors who show authoritarian leadership than to female supervisors who show authoritarian leadership.

H<sub>1b</sub>: Subordinates display better job performance when male supervisors show authoritarian leadership than when female supervisors show authoritarian leadership.

Phillips (1995) indicates that female owners of family businesses display a greater sensitivity to interpersonal relationships and tend to focus on caring and nurturing. Rosener (1990) further highlights the differences that result from the different social expectations of genders, with females expected to play the roles of wife, mother, teacher and nurse and to show cooperation, support, understanding and kindness. This means that female leaders are likely to show relationship-oriented leadership. The constructs of individual caring and tolerance and consideration that characterize the benevolent leadership style are typical of relationship-oriented leadership (Cheng, 1995a, b; Farh and Cheng, 2000; Cheng et al., 2004), and are more consistent with the female roles of concern, tolerance, nurturing and understanding. As leadership that is consistent with gender roles affects leadership effectiveness (Eagly et al., 1995; Rojahn and Willemssen, 1994), female supervisors are likely to receive lower ratings for leadership effectiveness when they show less benevolent leadership. This argument leads to the following hypotheses:

H<sub>2</sub>: The gender of supervisors moderates the relationship between benevolent leadership and leadership effectiveness.

H<sub>2a</sub>: Subordinates show less loyalty to female supervisors who show less benevolent leadership than they do to male supervisors who show less benevolent leadership.

H<sub>2b</sub>: Subordinates display poorer job performance when female supervisors appear less benevolent than when male supervisors appear less benevolent.

Moral leadership requires leaders to have a high level of personal integrity, accomplishments and unselfishness to win the respect and admiration of subordinates. The constructs of conscientiousness, not taking advantage and unselfishness define moral leadership. As Chinese people take it for granted that all leaders should display virtue and integrity (Cheng, 2000, 1995a, 1995b; Farh and Cheng, 2000; Cheng et al., 2004), expectations of this behavior apply to both genders. Morals are not regarded as behavioral characteristics of gender roles, but rather obligatory behavior for leaders in Chinese organizations. The effect of gender should thus be reduced when leaders display a high level of moral integrity. This leads to the following hypotheses:

H<sub>3</sub>: The gender of supervisors does not moderate the

relationship between moral leadership and leadership effectiveness.

H<sub>3a</sub>: Subordinates do not show significant differences in loyalty to male and female supervisors when supervisors display moral leadership.

H<sub>3b</sub>: Subordinates do not display significant differences in job performance depending on the gender of the supervisor when supervisors display moral leadership.

### **Gender differences in emotional expression and the leadership effectiveness of supervisors**

Emotion is rather neglected in the research on organizational behavior, as organizations are traditionally regarded as rational places where emotion may affect objective judgment and obstruct management efficacy and should thus be controlled or eliminated. When Hawthorne published a seminal study on the emotion of employees in 1920, emotion was still considered to be negative and irrational, and prudential management was deemed to be required to prevent conflict in rational organizations. Emotion was thus not emphasized in behavioral science (Wu and Cheng, 2003; Ashkanasy et al., 2002). Not until the end of the twentieth century, when emotion was studied in social psychology and sociology, was attention turned to emotion in the workplace. For instance, Hochschild (1983) discussed the relationships between emotion and rationality, theories of emotion and the control of emotion. Weiss and Cropanzano (1996) proposed the affective events theory and posited that emotional experiences result from various emotional events in the environment, and may affect job performance and satisfaction. Goleman (1998) expanded the idea of emotional quotient to the workplace, thereby giving rise to a range of related research. However, researches on emotional expression at work have largely focused on such expression between organizational members and external personnel and the effect of the emotional expression of supervisors in an organization has been largely neglected. Nevertheless, the emotional expression of supervisors merits discussion because it affects leadership effectiveness.

Kenny and Zaccaro (1983) showed that employees infer the characters of confidence, integrity and locus of control from the emotional expression of leaders (Lewis, 2000). Rafaeli and Worline (2001) indicated that leaders can affect the mindset of subordinates with emotion so that the relationship between them is emotionally connected. Wasielewski (1985) introduced the similar idea that charisma is the product of emotional interactions between leaders and subordinates. Some leaders display positive emotion, such as enthusiasm and satisfaction, to encourage subordinates and attempt to excite their motivation and inspiration (Bass, 1990). Positive emotional expression on the part of supervisors may enhance leadership effectiveness. Conversely, negative emotion on the part of

leaders is regarded as a sign of a lack of confidence or emotional control and thus characteristic of poor leadership effectiveness (Goleman, 1998; Kirkpatrick and Locke, 1991; Lewis, 2000).

Much research indicates that gender causes different reactions in terms of emotional expression, management, and regulation (Brody and Hall, 2002; Deaux, 1985). In Chinese societies, social culture sets out different norms for men and women, which leads to differences in emotional expression between the two genders. One reason for this may be the factor of female gender roles, which require women to take care of infants and to play supporting, warm and considerate roles in the family, which requires them to display positive emotion. Given the tradition of "man is superior to woman," being gentle and agreeable is a virtue for Chinese women, and females are taught to be compliant, tolerant, and self-constrained to maintain interpersonal harmony. This kind of cultural pressure often results in women feeling guilty, anxious and frightened of negative emotional expression. Women are expected to present more positive emotional expression and inhibit negative expression. Men, in contrast, are expected to be leaders and so are taught to be masculine and active, thus negative emotional expression is forgiven and accepted. As positive emotional expression may enhance leadership effectiveness, females are more likely to display positive emotional expression; therefore the following hypotheses are proposed:

H<sub>4</sub>: The gender of supervisors moderates the relationship between the positive emotional expression and leadership effectiveness of supervisors.

H<sub>4a</sub>: Subordinates show greater loyalty to female supervisors who display positive emotional expression than to male supervisors who display positive emotional expression.

H<sub>4b</sub>: Subordinates show better job performance when female supervisors display positive emotional expression than when male supervisors display positive emotional expression.

Negative emotional expression by supervisors may reduce their leadership effectiveness. However, as negative emotional expression by males is likely to be tolerated and accepted, it is likely that negative expression will have less effect on the leadership effectiveness of men. That is, when negative emotion is shown by both genders, female supervisors will be perceived to have a lower level of leadership effectiveness than male supervisors. This leads to the following hypotheses:

H<sub>5</sub>: The gender of supervisors moderates the relationship between negative emotional expression and leadership effectiveness among supervisors.

H<sub>5a</sub>: Subordinates show greater loyalty to male

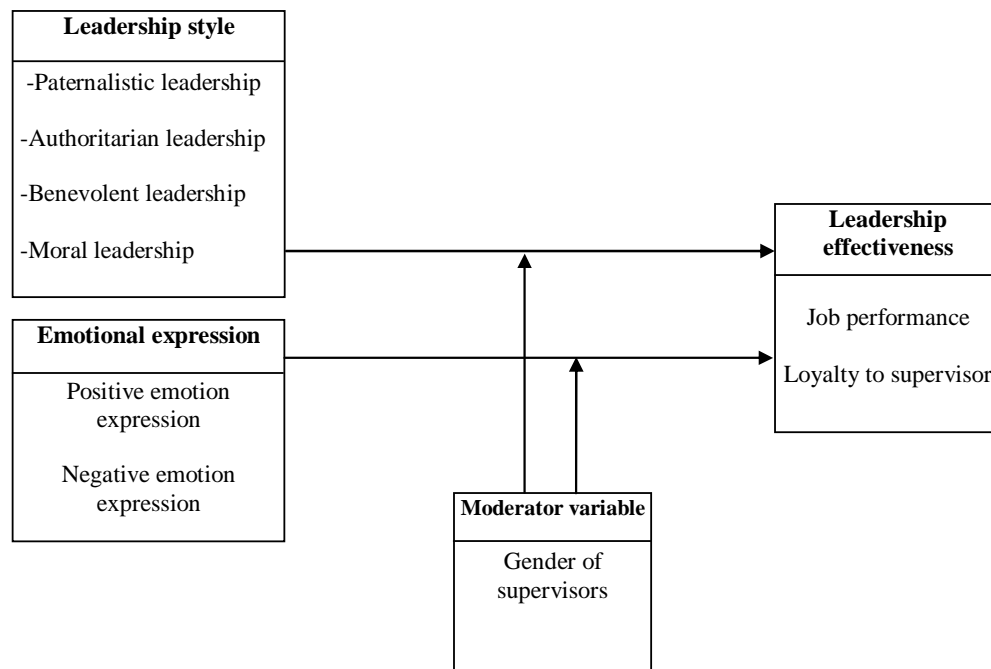


Figure 1. Research framework.

supervisors who display negative emotional expression than to female supervisors who display negative emotional expression.

H<sub>5b</sub>: Subordinates display better job performance when male supervisors show negative emotional expression than when female supervisors show negative emotional expression.

This study discusses the effects of emotional expression and the leadership style of supervisors of both genders on leadership effectiveness. The research framework, which is based on the relevant literature, is shown in Figure 1.

## METHODOLOGY

### Sample

A questionnaire survey was used to collect the data. The questionnaire items were based on previously well-developed measuring tools. The research subjects were taken from the finance, insurance, business and service industries. The research sample, data collection, research procedure, research tool, variables and data analyses are further explained.

The questionnaires were distributed among supervisor-subordinate pairs in various departments in 76 enterprises in Taiwan. First, the supervisors in the enterprises were called and asked to participate, with a time being set for the survey if they agreed to participate. To enhance the quality of the data, the research purpose and instructions for the questionnaire were explained in advance. A total of 420 sets of questionnaires were distributed and 357 sets were sent back completed, giving a response rate of 85%. After eliminating invalid questionnaires, 345 sets of valid questionnaires were retrieved, giving a validity rate of 96.64%. The sample is

shown in Table 1. Most of the participants (about 60.0%) were females and the gender split among the supervisors was more or less even, with 48.1% being female. In regard to educational background, most of them were in college level, about 55.7%. In terms of age, most of the participants 71.9% were 35 years old or younger, and 75.0% had work experience of less than six years, with 53.0% having work experience of three years or less. In terms of industry, 24.3% of the participants were in the finance industry and 23.2% were in the electronics industry. The remainders were in the catering 19.7%, merchandise 13.0%, professional firm 10.1%, or other service 9.0% industries.

### Definition of the research variables and measurement tools

The dyadic set of questionnaires contained a subordinate questionnaire and a supervisor questionnaire. The former contain items on the paternalistic leadership (authoritarian, benevolent and moral), emotional expression and leadership effectiveness (loyalty to supervisor) of supervisors, and a section on the background information of the subordinates. The latter includes an evaluation of the job performance of the subordinates and a section on the background information of the supervisors. A six-point Likert scale was applied to measure the items, with even points used to avoid the central tendency of Chinese subjects (Chiu and Yang, 1987). The sources, reliability and validity of the scales for paternalistic leadership, emotional expression, leadership satisfaction, loyalty to supervisor and job performance of subordinates are discussed subsequently.

### Paternalistic leadership

Paternalistic leadership was measured using the scale of Cheng et al. (2003), as it is proven to have good reliability and validity. Factor analysis and reliability analysis yielded the factors of authoritarian

**Table 1.** Sample attributes.

Variable	Item	Number	Percent
Gender	Male	138	40.0
	Female	207	60.0
Gender of supervisors	Male	179	51.9
	Female	166	48.1
Educational background	Junior high school and below	9	2.6
	Senior high school	95	27.5
	College	192	55.7
	Graduate school and above	47	13.6
	No answer	2	0.6
Work experience	3 years and below	183	53.0
	4-6 years	76	22.0
	7-9 years	43	12.5
	10-12 years	26	7.5
	13-16 years	14	4.1
	17 years and above	3	0.9
Age	Below 25	72	20.9
	26-30	99	28.7
	31-35	77	22.3
	36-40	52	15.1
	41-45	30	8.7
	46-50	9	2.6
	51-55	3	0.9
	56 and above	2	0.6
Industry	No answer	1	0.3
	Finance and insurance	84	24.3
	Electronics	80	23.2
	Catering	68	19.7
	Merchandise	45	13.0
	Professional firm	35	10.1
	Other services	31	9.0
No answer	2	0.6	

leadership, benevolent leadership and moral leadership, which had a Cronbach's  $\alpha$  of 0.85, 0.72 and 0.81, respectively.

#### Emotional expression of supervisors

Emotional expression was measured using the emotional expression scale established by Gross and John (1995). Factor analysis and reliability analysis yielded the factors of negative emotional expression and positive emotional expression, which had a Cronbach's  $\alpha$  of 0.93 and 0.70, respectively.

#### Leadership effectiveness (loyalty to supervisor and job performance of subordinates)

Loyalty to supervisor was measured using the scale of Jiang et al.

(2007), as it is known to have good reliability and validity. Factor analysis and reliability analysis showed the Cronbach's  $\alpha$  of the scale to be 0.95. The job performance of subordinates scale was measured by the job performance scale of Farh et al. (1991). Factor analysis and reliability analysis showed the Cronbach's  $\alpha$  of the scale to be 0.92.

#### Correlation analysis

The correlation analysis results for the variables are shown in Table 2. The gender of supervisors showed a positive correlation ( $r = 0.13$ ) with positive emotional expression, in that positive emotional expression tended to be greater among female supervisors than among male supervisors. Both loyalty to supervisor and the job performance of subordinates had positive correlations with positive emotional expression, moral leadership and benevolent leadership

( $r = 0.31$  and  $0.30$ ;  $r = 0.70$  and  $0.69$ ;  $r = 0.70$  and  $0.60$ ) but negative correlations with negative emotional expression and authoritarian leadership ( $r = -0.43$  and  $-0.12$ ;  $r = -0.53$  and  $-0.27$ ). This indicates that the greater the positive emotional expression, moral leadership, and benevolent leadership displayed by supervisors, the greater the loyalty and job performance of their subordinates. However, the greater the negative emotional expression and authoritarian leadership displayed by supervisors, the lower the loyalty and job performance of their subordinates. These correlation analysis results concur with past research findings.

### Two-way ANOVA analysis

In terms of the variable operation, positive and negative emotional expression and paternalistic leadership were first calculated as the mean plus or minus one standard deviation. The results for these variables were then divided into high ( $\bar{X} \geq \bar{X} + \sigma$ , code = 3), medium ( $\bar{X} - \sigma < X < \bar{X} + \sigma$ , code = 2) and low ( $X \leq \bar{X} - \sigma$ , code=1) groups.

One-way ANOVA analysis was applied to examine the main effect of positive and negative emotional expression and paternalistic leadership on leadership effectiveness (job performance and loyalty to supervisor). Two-way ANOVA analysis was then applied to examine the moderating effect of the gender of supervisors on negative emotional expression, paternalistic leadership and leadership effectiveness.

Table 3 shows that in terms of the main effect, the gender of supervisors did not have a significant impact on leadership effectiveness, but that positive and negative emotional expression and paternalistic leadership all had significant effects on leadership effectiveness. These results indicate that the emotional expression and leadership style of supervisors notably affects their leadership effectiveness. This conclusion is similar to that of other research and as this aspect is not the main focus of this study, further post hoc tests of the main effect were not pursued.

In the two-way ANOVA analysis, the gender of supervisors did not have a significant moderating effect on moral leadership, suggesting that the relationship between leadership effectiveness and moral leadership is not affected by the gender of supervisors. This result supports hypothesis 3.

Table 3 shows that the moderation of the gender of supervisors on the relationships among authoritarian leadership, benevolent leadership, and negative emotional expression had a significant effect on leadership effectiveness. According to the post hoc test of the simple main effects, shown in of Tables 4, 5, 6 and 7, authoritarian leadership had different effects on job performance depending on gender. The job performance of male supervisors' subordinates was not affected by authoritarian leadership by male supervisors; whereas, the greater the authoritarian leadership of female supervisors, the poorer the job performance of their subordinates. A further comparison of male and female supervisors showed that the subordinates of male supervisors showed better job performance than those of female supervisors.

This result supports Hypothesis  $H_{1b}$ , and fits the gender-role congruency hypothesis that most employees are used to, or allow male supervisors to display authoritarian leadership but not female supervisors.

The post hoc test of the simple main effect on benevolent leadership revealed that the greater the benevolent leadership displayed, the better the job performance of subordinates. A comparison of the male and female supervisors showed that the subordinates of female supervisors displayed significant poorer job performance than the subordinates of male supervisors, when a low level of benevolent leadership was displayed. This result supports Hypothesis  $H_{2b}$ .

The post hoc test of the simple main effect of negative emotional expression revealed that the more negative the emotional expression of supervisors, the lower the level of loyalty to supervisor and job performance. A comparison of the male and female supervisors again showed that the subordinates of male supervisors displayed significantly greater loyalty and better job performance than the subordinates of female supervisors when a high degree of negative emotional leadership was displayed. Thus, hypotheses  $H_{5a}$  and  $H_{5b}$  are supported.

To sum up, a high level of negative emotional expression and strong authoritarian leadership reduces leadership effectiveness; whereas, a high level of positive emotional expression and strong benevolent and moral leadership promotes leadership effectiveness. Having examined the interactions between the gender of supervisors and their emotional expression and leadership style, it can be concluded that the greater the level of negative emotional expression and authoritarian leadership and the lower the level of benevolent leadership shown, the lower the leadership effectiveness. Interestingly, when both genders presented a high level of negative emotion and authoritarian leadership, or a low level of benevolent leadership, the leadership effectiveness of female supervisors was notably lower than that of male supervisors. Apparently, the gender-role stereotype still exists in the minds of most people in Chinese societies (Brenner et al., 1989; Deal and Stevenson, 1998; Schein et al., 1996; Powell and Butterfield, 1979, 1989; Powell et al., 2002).

## RESULTS AND DISCUSSION

This study discusses the effect of the interactions among gender of supervisors and their emotional expression and leadership style on leadership effectiveness; it describes the importance of supervisors applying a suitable leadership style, and further explores the moderating effect of the gender of supervisors on leadership effectiveness. Based on social role theory, the identified differences in the emotional expression and leadership style of supervisors across genders are further explained as follows.

This study first demonstrates the significant effects of emotional expression and leadership style on leadership effectiveness. Although, this result is not the focus of the study, the main effect corresponds to previous research results, indicating that the scales, research method, and test results of the interactions show great reliability. The emphasis of the study is nevertheless on the moderating effects among the gender of supervisors, leadership style and emotional expression.

The findings show that the leadership effectiveness of supervisors differs with gender and that the effects of leadership style and emotional expression are consistent with gender-role expectations.

Second, the gender of supervisors and their leadership style and emotional expression have significant moderating effects on leadership effectiveness. When male supervisors displayed a high degree of authoritarian leadership, their leadership effectiveness was obviously greater than when female supervisors displayed a high level of authoritarian leadership. This result suggests that when male supervisors display authoritarian leadership, this is more consistent with the role expectation of male

**Table 2.** Correlation analysis.

Variable	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12
1. Gender <sup>a</sup>	1.60	0.49												
2. Age	2.76	1.45	-0.05											
3. Work experience	1.90	1.21	0.03	0.50**										
4. Educational background	2.81	0.70	0.07	-0.06	-0.08									
5. Gender of supervisor	1.48	0.50	0.25**	0.01	0.02	-0.01								
6. Positive emotional expression	4.48	0.94	0.05	-0.12*	-0.10	-0.01	0.13*	0.70 <sup>b</sup>						
7. Negative emotional expression	3.53	1.26	0.05	0.11*	0.15**	-0.07	0.05	-0.01	0.93 <sup>b</sup>					
8. Authoritarian leadership	3.24	1.14	-0.10	0.08	0.04	-0.05	-0.06	-0.09	0.36**	0.85 <sup>b</sup>				
9. Moral leadership	4.27	1.24	-0.01	-0.20**	-0.12*	0.03	0.07	0.28**	-0.42**	-0.18**	0.72			
10. Benevolent leadership	3.37	1.13	-0.03	-0.10	-0.07	0.08	0.08	0.36**	-0.32**	-0.05	0.60**	0.81 <sup>b</sup>		
11. Loyalty to supervisor	4.04	0.94	-0.05	-0.06	-0.03	0.04	-0.09	0.31**	-0.43**	-0.12*	0.70**	0.70**	0.95 <sup>b</sup>	
12. Job performance	4.34	1.14	-0.03	-0.10	-0.03	0.03	-0.05	0.30**	-0.53**	-0.27**	0.69**	0.60**	0.79**	0.92 <sup>b</sup>

(N = 345) a: 1. Male, 2. Female; b: Cronbach's  $\alpha$ .

**Table 3.** ANOVA analysis.

Dependent variable	Loyalty to supervisor	Job performance
	F	F
<b>Independent variable</b>		
<b>One-Way ANOVA analysis</b>		
Gender of supervisors	2.51 <sup>c</sup>	1.41 <sup>c</sup>
Authoritarian leadership	4.54*	5.01**
Benevolent leadership	101.60***	75.80***
Moral leadership	93.13***	81.54***
Positive emotional expression	17.38***	14.29***
Negative emotional expression	34.43***	67.45***
<b>Two-Way ANOVA analysis</b>		
Gender of supervisors × Authoritarian leadership	2.16	3.91*
Gender of supervisors × Benevolent leadership	1.63	3.37*
Gender of supervisors × Moral leadership	0.45	0.13
Gender of supervisors × positive emotional expression	0.28	0.45
Gender of supervisors × negative emotional expression	3.93*	3.91*

\* $p < 0.05$  \*\* $p < 0.01$  \*\*\* $p < 0.001$ ; c: T value.



**Table 4.** Moderating effect of the gender of supervisors on the relationship between authoritarian leadership and job performance.

Level Moderating variable	Low authoritarian leadership	Medium authoritarian leadership	High authoritarian leadership	F	Post hoc test
Male supervisor	4.65 (1.17)	4.40 (1.06)	4.71 (1.24)	1.30	
Female supervisor	4.98 (0.86)	4.25 (1.11)	3.91 (1.43)	8.10***	3 > 2, 1
T value	1.56	1.05	5.64*		

Comparison: Male > Female; \*p < 0.05, \*\*p < 0.01, \*\*\*p < 0.001

**Table 5.** Moderating effect of the gender of supervisors on the relationship between benevolent leadership and job performance.

Level Moderating variable	Low benevolent leadership	Medium benevolent leadership	High benevolent leadership	F	Post hoc test
Male supervisor	3.36 (1.21)	4.64 (0.97)	5.16 (0.89)	21.15***	3 > 2, 1
Female supervisor	2.50 (0.97)	4.48 (0.91)	5.23 (0.60)	68.73***	3 > 2 > 1
T value	7.24**	1.62	0.10		

Comparison: Male > Female; \*p < 0.05 \*\*p < 0.01 \*\*\*p < 0.001

**Table 6.** Moderating effect of the gender of supervisors on the relationship between negative emotional expression and loyalty to supervisor.

Level Moderating variable	Low negative emotion	Medium negative emotion	High negative emotion	F	Post hoc test
Male supervisor	4.68 (0.68)	4.02 (0.86)	3.73 (0.61)	11.54***	3 > 2, 1
Female supervisor	4.63 (0.61)	4.04 (0.75)	3.08 (1.12)	28.23***	3 > 2 > 1
T value	0.09	0.02	5.59*		

Comparison: Male > Female; \*p < 0.05 \*\*p < 0.01 \*\*\*p < 0.001

**Table 7.** Moderating effect of the gender of supervisors on the relationship between negative emotional expression and job performance.

Level Moderating variable	Low negative emotion	Medium negative emotion	High negative emotion	F	Post hoc test
Male supervisor	4.96 (0.88)	4.46 (1.08)	4.05 (1.29)	6.42**	3 > 2, 1
Female supervisor	5.14 (0.61)	4.46 (0.97)	3.29 (1.43)	25.39***	3 > 2 > 1
T value	0.76	0.00	5.06*		

Comparison: Male > Female; \*p < 0.05, \*\*p < 0.01, \*\*\*p < 0.001

leaders and thus the leadership effectiveness is deemed greater than when female supervisors display authoritarian leadership. When a low level of benevolent leadership was shown, the leadership effectiveness of female supervisors was significantly poorer than when

male supervisors showed a low level of benevolent leadership (Eagly et al., 1995; Rojahn and Willemssen, 1994). Apparently, when female supervisors appear less caring or concerned in a manner that is not consistent with female role expectations, their leadership

effectiveness is reduced. The results thus reinforce the gender-role congruency hypothesis.

In terms of the interaction of moral leadership and leadership effectiveness, there did not appear to be any notable differences between male and female supervisors, as hypothesized. This is probably because moral leadership is considered to be behavior that should be displayed by all leaders and is not correlated with gender (Cheng et al., 2002, 2003).

With regard to the emotional expression of supervisors, positive emotional expression had a significantly positive effect on leadership effectiveness. However, the gender of supervisors did not have a significant moderating effect on positive emotional expression and leadership effectiveness, which is inconsistent with the hypothesis. It may be that female supervisors are generally good at positive emotional expression and thus subordinates are more likely to take female supervisors showing positive emotion for granted. In contrast, male supervisors presenting positive emotion are considered to be deviating from the gender-role stereotype, which provokes a different reaction among subordinates. This may explain the lack of difference in leadership effectiveness in this study when both genders displayed positive emotion.

Finally, negative emotional expression had a notably negative effect on leadership effectiveness and the gender of supervisors appeared to have a moderating effect on negative emotional expression and leadership effectiveness. The post hoc tests indicated that the leadership effectiveness of male supervisors was clearly greater than that of female supervisors when a high level of negative emotional expression was displayed. This result is consistent with gender-role expectations. In Chinese societies, women are expected to be tender and tolerant. For this reason, when female supervisors show a high level of negative emotional expression, this behavior deviates from the social norm, which yields poorer appraisals from subordinates. Conversely, negative emotion on the part of male supervisors is likely to be forgiven and accepted in Chinese societies, as such "tough" behavior is consistent with the image of male leaders, and male supervisors displaying negative emotion are likely to receive better appraisals of their leadership effectiveness than female supervisors.

## LIMITATIONS AND FUTURE RESEARCH

This study has several limitations. First, in the questionnaire survey, paternalistic leadership and loyalty to supervisor were self-evaluated by the subordinates, which may have given rise to common methods variance. However, the effect of common methods variance on the statistical results was mitigated by the job performance of the subordinates being reported by the supervisors. Second, although the research sample was selected from different areas of Taiwan, convenience sampling was used. Inferences from the research outcomes should thus

be made with caution. Finally, the research outcomes are not necessarily applicable to organizations with an uneven gender distribution, such as hospitals, the military police, aviation firms, transportation firms, elementary schools and kindergartens.

There are several avenues for future research. First, in this study emotional expression was simply divided into positive emotional expression and negative emotional expression. To improve the emotional scale, finer gradations of emotional expression, such as joy, concern, and love for positive emotional expression and depression, anger and grief for negative emotion expression, could be used. Second, this study uses a cross-section design, but a longitudinal study might generate richer outcomes. Third, Tannen (1990) suggests that different genders show distinct patterns of thinking, feeling, and behavior and notes that both evaluators and those being evaluated are equally important. Female evaluators tend to give more positive evaluations than male evaluators (Shore and Thornton, 1986; London and Poplawski, 1976). It is thus suggested that the effect of the gender of evaluators (subordinates) and those being evaluated (supervisors) be taken into account in future research. This could be achieved by pairing genders between supervisors and subordinates (male supervisor-male subordinate, male supervisor-female subordinate, female supervisor-male subordinate and female supervisor-female subordinate). This approach would generate a better understanding of the effect of gender on organizations, leadership, and management. Finally, according to the gender-schema theory of Bem (1981, 1985), sex-typed individuals tend to follow the gender schema and apply extreme male qualities and female qualities to organizational information, whereas non-sex-typed individuals do not apply gender to organizational information. Future research could match the gender and the gender schema of subordinates to examine this issue.

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