

TITLE: The Relationship Between Gender Differentiated Values and Leadership Behaviors of Regional Managers at a Large Government Agency

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OBJECTIVE: To determine if there is a relationship between gender differentiated values and corresponding leadership behaviors of local managers of a large government agency.

METHODOLOGY: Two regions of a government agency were selected as the sample. Each manager (N=80; 89% response rate) completed the Leadership Practices Inventory and requested completion of the LPI-Observer by as many as three of his/her director reports (N=128; 74% response rate). With 23 female managers and 45 female constituents responding, the manager/direct report gender dyads were as follows: Female/Female (14), Female/Male (27), Male/Female (31) and Male/Male (56). Work related values were assessed using the Vales Survey Module 94 formulae (Hofstede, 1994). A random sample of ten percent of the managers were interviewed following completion of the survey data.

KEY FINDINGS: No differences were found on the LPI between male and female managers. ANOVA revealed no significant differences on the LPI across the four possible gender-based dyads of managers and direct reports. A weak relationship was found between gender and work-related values.