

How Women's Leadership and Rewards Would Influence Women's Power in an Organization

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Abstract. Women in organization always looked as weak and need guided by men in order to do the job in the workforce; this stereotype has gone into the culture from century to century. This kind of stereotype also affect women in the organization where they cannot have the promotion like men does. The Glass Ceiling keep double standard in the workforce where everyone has perception women cannot have a promotion in the future. Today, women getting power and right in the organization in term of leadership and reward and no more double standard and bad perception about it. In fact, getting women in leadership will improve the workforce and rewards given to them will make the workforce more competitive and informative in the future.

Keywords: Reward, leadership, women power

1. Introduction

Leadership defined the word "leadership" was originally used in the early 1800s in writings about the political influence and control of the British Parliament during the first half of the 19th century [16] (Bass, 1990). Early definitions of leadership recognized the importance of the ability to influence others, for example, "any act of influence on a matter of organization relevance"[16] (Katz and Kahn, 1966, p. 334). Furthermore, Michener et al. (1990) describe leadership "as a process that takes place in groups in which one member influences and controls the behavior of the other members towards some common goal".

Reward systems provide a number of important functions in the organization including motivating active participation of the organization members, meeting role expectations and motivating innovating and strong commitment to the organization. Reward can be defined as an incentive that will be given to the employees who have performed their work.

This study is to examine how women's leadership and rewards would influence women's power in an organization. The sample includes 80 female lecturers from Faculty of Business Management, Art and Design and Health Science in Universiti Teknologi MARA, Puncak Alam Kampus. Women's power is describe the stereotypes and traditional attitudes may play a part in deterring woman from seeking and acquiring upper-level positions. Power is defined in terms of control over resources (Keltner, Gruenfeld and Enderson, 2003) and what is frequently referred as social power, which highlights an individual's capacity to influence and control the behaviour of others over becj (Park, 2001; Galinsky, Gruenfeld and Magee, 2003).

Although nowadays women has plays vital role in an organization as they are contributing a part of the ideas in the workforce and management, there are still a standard that they cannot go through in term of status and role in an organization. This is usually called as glass ceiling, where double standard against women and they have their own limits of status and role in the organization. The women and work

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commission identifies a “sticky floor” of low-skilled, low-paid, jobs and the need for career development opportunities to help women get off it.

The proposed study will add the new knowledge pertaining women’s leadership as well as will help future research in conducting similar research. Furthermore, this study will serve as a theoretical model for future studies of the same nature Future researchers will benefit from this study, and it will provide them the facts needed to compare their study during their respective time and usability

2. Literature Review

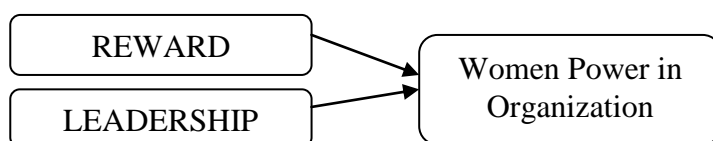
Research has shown that Function of Position in organization is enhanced by Women’s power (Laura M. Ledet., Tracy B. Henley 2000). Researcher has identified power as inevitable presence in women’s experience of feminist activism (Horn, 2009; Reid, 2004). . In facts, it is founded by the previous research that there is significance main effect for sex role in career achievement. Power is defined in terms of control over resources (Keltner, Gruenfeld & Enderson, 2003) and what is frequently referred to as “social power”, which highlights an individual’s capacity to influence and control the behavior of others. Power is not a thing that can be held by or belong to any particular individual or group and this is refers to a system of knowledge which provides us with a whole way constituting the world through the ways we have to know and talk about it (Miller 2008). Broadly speaking, power is understood in two ways such as a limited commodity or as something which people have their possession and also argued by said that power was not something that was possessed but is a feature of the relationships among people. Some have also elaborated on how empowerment can be construed and how externally imposed power can inadvertently perpetuate oppression.

Leadership is one of the most observed and least understood phenomena on earth (Jogulu, 2006). Historically, leadership was something that was inherited and achieving a leadership position that was characterized by the ability to influence others toward attaining certain goals in which the leader controlled the behavior of other members of the group. According to the ‘Great Man’ theory, the unique traits attributed to a leader were ‘innate’ qualities: self-confidence, the need for achievement, the drive to carry out an action, and self-monitoring. A comprehensive theory was proposed to explain differences among leaders using two terms : Transactional and transformational. Transactional leaders generally are associated with masculine characteristics, similar to a more autocratic leadership style in which power, competitiveness, authority and control rooted in its behavior. Whereas transformational leaders are associated more feminine characteristics such as cooperation, collaboration, less control and more problem solving that mirrors the democratic leadership style (Jogulu, 2006).

Reward could range from monetary incentives such as bonuses to non-monetary awards such as dinner gift certificates to award such as praise and public recognition that do not have a monetary equivalent value. Rewards also can be intrinsic, such as pressure derived from performing the task itself. Reward, as the name implies, rests on the ability of a manager to give some sort of reward to employees. These rewards can range from monetary compensation to improved work schedules. Reward power often does not need monetary or other tangible compensation to work when managers can convey various intangible benefits as rewards. Huey describes [6] founder of Wal-Mart Stores, Inc., as an active user of reward power. Walton relies heavily on these intangible awards, indicating, "nothing else can quite substitute for a few well-chosen, well-timed, sincere words of praise. They are absolutely free-and worth a fortune".

2.1. Proposed Research Framework

Based on the previous research and literature explored, the researchers has proposed the following research framework:-



2.2. The Development of the Hypothesis

The first hypothesis is to investigate the relationship between Leadership and Women's Power in Organization. Transactional and Second hypothesis is to examine the relationship between Rewards and Women Power in organization. Leadership relies on a system of rewards and punishments to motivate workers to fulfill their tasks (16) (Bass & Avolio, 1994). In general, transactional leaders are autocratic in their approach (16) (Barbuto, Phipps & Xu, 2007). These leaders expect work to be done without exception and without excuse. According to Cuadrado et al. (2008), transactional leadership is more dominant and autocratic in nature and is thus more gender stereotypical as masculine.[16] Bass and Avolio (1993) characterizes this type of leadership as "leadership by exception" whereby the followers are motivated by what they will get if a task is performed or what they may lose as a result of a task not being completed. This approach to leadership is stereotypically associated with men [16] (Cuadrado et al., 2008). Conversely, transformational leadership relies on inspiration from the leader and is focused more on input from subordinates [16] (Barbuto et al., 2007). Transformational leaders tend to build relationships with subordinates, gaining following and results based upon those relationships. Bass and Avolio described transformational leaders as those who inspire their subordinates to creatively invest in the culture and climate of an organization and who build an atmosphere of motivation and stimulation within the group, which emerges through a shared vision. Cuadrado discussed the stereotype of transformational leadership as feminine, for women tend to be more relational and less dominant than men.

When reward power is used in a flexible manner, it can prove to be a strong motivator, as Crosby, Deming, and others have shown. Still, when organizations rely too rigidly on rewards, the system can backfire. Employees may be tempted to unethically or even illegally meet the quotas to which overly rigid reward systems may be tied. According to the theory, the size of each rewards increase well-being, but it depend on sex. The higher the person economic and interpersonal reward, the greater the sense of interpersonal control and psychological well-being. Moreover, interpersonal reward increases women's sense of control and psychological well-being more than men's.

3. Research Methodology

This part discusses the methodology that is used in this study which consists of research design, sampling design and data collection method. This research has employed a correlational study. Correlational study describes relationships between variables to examine whether there is a relationship between two or variables. In addition, this study use the non-contrived settings where the study can be done in the natural environment where worked proceeds normally. In addition, convenient sampling has been employed as sampling technique. This research was conducted in non-contrived setting, called field studies. UiTM Puncak Alam Campus has been chosen for the purpose of gathering the data from selected faculties. In fact, questionnaire has been employed for the data collection procedures. The questions in survey instruments are typically arranged into self-administered questionnaires that a respondent require completing on his or her own. 80 questionnaires to the academic lecturers from Faculty Business Management, Art and Design and Health Science in UiTM Kampus Puncak Alam were distributed. According to Roscoe (1975), 30-500 sample size is sufficient to conduct a research.

3.1. Measurement

All the items used to measure the relationship between leadership, rewards and women power in the organization were adopt and adapt from the previous research. Table 3.0 explains more details about the measurement used. In this research, the researchers decided to use a likert scale. Likert scale is the designed to examine how strong the respondent agrees with the statements.

Table 1 : Item Used for Measurement

Variables	Sources of scale	No of items
Women power in organization	Prettyman, S. D. K. a. S. S. (2008). "Women, leadership and power revisiting the Wicked Witch of the West" <u>Gender and Education</u> 20(5): 451-464.	15
Leadership	Arup K. Sen, J. E. M. (2010). "Women Leadership and Global Power: Evidence from the United States and Latin America." <u>International Journal of Management and Marketing Research</u> 3(2): 75-84.	10
Reward	Munya, M. M. (1996). "Gender differences in the relative influence of job rewards on job satisfaction and organizational commitment for agricultural technicians in Kenya."	10

4. Data Analysis

Table 2: Profile of the respondents

Variables	Frequency (n)	Percentage (%)
Age		
Less than 30	14	18.7
31 to 40	11	
41 to 50	26	
51 to 60	24	14.7
Gender		34.7
Male	14	32.0
Female	61	
Education Level		18.7
Master's Degree	51	81.3
Ph.D/DBA	24	
Faculty		68.0
Business Management	51	32.0
Art & Design	11	
Health Science	13	68.0
Length of Service		14.7
Less than 5 years	10	13.3
5 to 10 years	18	24.0
More than 10 years	33	44.0
More than 20 years	14	18.7
TOTAL	75	100

Based on the table 4.0, it was depicted that the respondents consist of academic staff from age between 41-50 years old, which represent 34.7% (n=26), followed by respondents between age 51-60 years old, 32% (n=24), 18.7% (n=14) of the respondents with the age less than 30 and 14.7% (n=11) of the respondents with age between 31 to 40 years old. In addition, most of the respondent were female with 81.3% (n=61) and 18.7% were male respondents. This is because most of the academic staff in UiTM Puncak Alam Campus was male.

Seems that the survey has been conducted among academic staff in UiTM Puncak Alam Campus, the education level required for them are Master's Degree and PhD. Based on the data analysis, it was found that 68% (n=51) of the respondents are the master's holder and 32% (n=24) of the respondents had completed their PhD.

As mentioned earlier the survey was conducted at three main faculties in UiTM Puncak Alam Campus. Among of these three faculties, Faculty of Business and Management possessed the highest number of respondents with 68% (n=51), of the total respondents, followed by Health Sciences Faculty with 16% (n=12) respondents and lastly, 14.7% (n=11) of the respondents come from Faculty of Art and Design. In addition, it also was found that, 44% (n=33) of the respondent being served UiTM for more than 10 years, whereas 24% (n=18) of the respondents being service for five to ten years and 13.3% (n=10) of the respondents served UiTM for more than 20 years and 13.3% (n=10) who has been served less than five years.

Table 3: Reliability Test

Variable	Number of items	Items dropped	Cronbach Alpha
Women's Power	15	-	.660
Leadership	10	-	.798
Rewards	10	-	.930

In order to check the reliability of the items used, the research has conducted the reliability test. Cronbach Alpha is the commonly technique that been used widely to measure the internal consistency reliability of element. According to Sekaran 2003, the lowest accepted base for Cronbach Alpha is .50. Therefore, all the elements is considered accepted as reliable. Rewards possesses the highest reliability with 0.93 and followed by leadership 0.798 and Women's power 0.66 (Nunally 1978; Zehir 2013).

4.1. Mean and standard deviations

Scores for each Likert-scale item in Parts A through D ranged from 1 (strongly disagree) to 5 (strongly agree). None of the measures had mean values in the "strongly agree" range (> 4.50) or "strongly disagree" range (< 1.50). Mean of Women's power and mean of Leadership together with Reward were in the "agree" range (3.50-4.49) (Swathi, 2005). Standard deviations for the Women's power is between (0.7 to 0.8) and for Leadership between (0.5 to 0.6) while standard deviation for Reward is between (0.6 to 0.7) The higher standard deviations represent high-level of variations in the respondent's response (Swathi, 2005).

Table 4: Mean and Standard Deviation

Variables	Mean	Standard deviations
Women Power	4.0818	.75937
Leadership	3.9573	.55219
Reward	4.1800	.66921

Table 4.3 depicted that scores for each Likert-scale item in Parts A through D ranged from 1 (strongly disagree) to 5 (strongly agree). None of the measures had mean values in the "strongly agree" range (> 4.50) or "strongly disagree" range (< 1.50). Mean of Women's power and mean of Leadership together with Reward were in the "agree" range (3.50-4.49) (Swathi, 2005). Standard deviations for the Women's power is between (0.7 to 0.8) and for Leadership between (0.5 to 0.6) while standard deviation for Reward is between (0.6 to 0.7) The higher standard deviations represent high-level of variations in the respondent's response (Swathi, 2005).

4.2. Hypothesis Testing

Hypothesis 1:

Women's power and Leadership have a positive relationship ($r=.645$, $n=75$, $p<0.05$). There are a range of explanations for women's unequal pay which include their qualifications, need to combine paid work with domestic responsibilities, and job segregation.

Hypothesis 2:

Women's power and Reward have a positive relationship ($r=.515$, $n=75$, $p<0.05$). Examining sex and leadership styles, Yammarino found a positive relationship between transformational leadership and female leader's effectiveness as well as subordinate commitment and performance

Table 5: Pearson Analysis

Variable	Women's Power	
	Correlation (r)	Sig (2-tailed) (p)
Leadership	.645**	0.01
Reward	.515**	0.00

**Correlation is significant at the 0.01 level (2-tailed)

4.3. Regression Analysis

This model that is consisted of leadership and rewards explains 42.1% of variance in Women's Power. For the conclusion, Leadership has the highest contribution towards Women Power with 7.3. The variance of Leadership and Rewards toward Women Power is 42.1%. That shows that Leadership and Rewards has influenced Women Power in Organization with 42.1%.

Table 6: Multiple Regression Analysis Result

Independent Variable	Dependant Variable (Beta)
Leadership	7.30
Rewards	2.08
F	27.91
R ²	43.7
R ² Change	42.1%

5. Discussion

According to the research objectives, this research is to determine the association between Reward and Women Power in Organization. However, from the research that had been done, the researchers found that there is a positive relationship between reward and women power. Rewarding has been found to be one of the main organizations policies which can increase the performance of staff and increase the outputs of organizations.

Second research objective is to determine the association between leadership and women power. Based on the findings, the researchers found that there is a positive relationship between leadership and women

power. The leadership styles of male and female managers and the varying degree of their subordinates satisfaction as related to their supervisors gender.

6. Conclusion

This study expanded upon the existing research by classified the respondent perceptions towards the relationship between Rewards and Women Power in Organization and also Leadership towards Women Power in Organization. Among the two independent variables, both have positive relationship towards Women Power in Organization. Thus, it showed that women power in organization is enhanced when there is reward and leadership.

7. Limitation and Recommendation of Study

Sample was confined to three faculties in UiTM Puncak Alam which are Business Management, Health Science and Art and Design. However our limitation is cross-sectional studies, which is one type of observational study that involves data collection from a population, or a representative subset, at one specific point in time. They differ from case-control studies in that they aim to provide data on the entire population under study, whereas case-control studies typically include only individuals with a specific characteristic, with a sample, often a tiny minority, of the rest of the population. Cross-sectional studies are descriptive studies (neither longitudinal nor experimental).

Thus, our recommendations are a longitudinal study which is a correlation research study that involves repeated observations of the same variables over long periods of time. It is a type of observational study because most longitudinal studies are observational, in the sense that they observe the state of the world without manipulating it, it has been argued that they may have less power to detect causal relationship than do experiments. But because of the repeated observation at the individual level, they have more power than cross-sectional observational studies, by virtue of being able to exclude time-invariant unobserved individual differences, and by virtue of observing the temporal order of events. Some of the disadvantages of longitudinal study include the fact that it takes a lot of time and is very expensive. Therefore, it is not very convenient.

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