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Gender Insights on Team-Oriented Leadership: Findings from the GLOBE Project

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ABSTRACT

This study examines gender differences in Team-Oriented Leadership (TOL) attributes, utilizing the Global Leadership and Organizational Behavior Effectiveness (GLOBE) framework. With a focus on five subdimensions Collaborative Orientation, Team Integrator, Diplomatic, Malevolent (reversed), and Administrative Competence the research investigates whether female managers exhibit stronger alignment with TOL attributes compared to male managers. A quantitative, non-experimental, causal-comparative design was employed, using data from 287 U.S.-based managers across various industries. The results revealed that women scored significantly higher in the Collaborative Orientation and Team Integrator subdimensions, reinforcing the "feminine leadership advantage" and their aptitude for fostering team cohesion and shared purpose. While no gender differences were found in the Diplomatic or Administrative Competence subdimensions, the universal disfavor of malevolent traits was observed. Limitations include the exclusive use of U.S. GLOBE data, which may skew findings toward American cultural norms. This study contributes to the growing body of literature on gender and leadership by highlighting the value of inclusive and collaborative leadership styles and providing actionable insights for leadership development programs and organizational practices.

Keywords: Team-Oriented Leadership, Gender Differences, GLOBE Project, Leadership Styles, Cross-Cultural Analysis

GLOBE Leadership Research

The Global Leadership and Organizational Behavior Effectiveness (GLOBE) project, launched in 1993, remains a cornerstone of cross-cultural leadership research. By examining the interplay between societal culture, leadership behaviors, and organizational effectiveness, GLOBE has significantly advanced the understanding of how leadership perceptions vary across global contexts (House et al., 2004). With contributions from over 500 researchers spanning 150 countries, the GLOBE framework is an unparalleled tool for analyzing leadership attributes, organized into ten cultural dimensions. Table 1 summarizes these dimensions, emphasizing their importance in understanding leadership across different cultural settings.

Table 1: Cultural Dimensions of Leadership

Dimension	Definition
Performance Orientation	Rewards performance improvement and excellence.
Assertiveness	Reflects competitive and direct behaviors in interpersonal relationships.
Future Orientation	Captures behaviors oriented toward planning and investing in the future.
Humane Orientation	Emphasizes fairness, generosity, and caring behaviors.
Institutional Collectivism	Encourages collective resource distribution and action.
In-Group Collectivism	Reflects loyalty and cohesiveness within groups or organizations.
Gender Egalitarianism	Highlights efforts to minimize gender inequality.
Power Distance	Accepts and endorses unequal power distribution.
Uncertainty Avoidance	Relies on rules and structures to reduce unpredictability.
Religiosity	Examines the influence of religion on individuals and institutions.

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One of the most studied leadership dimensions in GLOBE is **Team-Oriented Leadership (TOL)**, which emphasizes fostering collaboration, cohesion, and shared goals among team members(House et al.,2014). TOL consists of five subdimensions: collaborative team orientation, team integrator, diplomatic, malevolent (reverse scored), and administrative competence. Table 2 provides definitions of these subdimensions.

Table 2: GLOBE Team-Oriented Leadership Dimensions

Subdimension	Definition
Collaborative Orientation	Prioritizes group welfare and loyalty to team members.
Team Integrator	Focuses on unifying individuals into a cohesive working unit.
Diplomatic	Reflects interpersonal skill and conflict resolution abilities.
Malevolent (Reversed)	Avoids behaviors that undermine trust and group harmony.
Administrative Competence	Demonstrates organizational and management skills to support team function.

These subdimensions reflect the multifaceted nature of TOL, aligning with transformational leadership theories, which emphasize trust, collaboration, and a shared vision (Avolio & Bass, 1988; Yukl, 2013).

Behavioral Research

Behavioral studies consistently underscore the role of TOL in promoting organizational effectiveness and team cohesion. Research reveals that team-oriented behaviors are particularly valued in cultures that prioritize collaboration and adaptability, such as the United States and Southern Europe (House et al., 2004; Wendt et al., 2009). Furthermore, TOL attributes have been associated with improved team performance and employee satisfaction across industries, making it a critical dimension of contemporary leadership (Erez et al., 2013; Zaccaro et al., 2001).

Gender differences in leadership have attracted significant attention, particularly in the context of TOL. Paris et al. (2009) found that women tend to score higher on TOL attributes than men, supporting the theory of a "feminine leadership advantage" (Eagly & Carli, 2003). This advantage suggests that women excel in leadership roles requiring collaboration, nurturing, and interpersonal skills qualities closely aligned with TOL subdimensions (Eagly, 2007; Heilman, 2012).

Moreover, the phenomenon of the "glass cliff," where women are more likely to assume leadership roles in times of crisis, highlights the perceived value of TOL during challenging periods (Ryan & Haslam, 2005). Women's tendency to employ inclusive and adaptive leadership strategies makes them particularly effective in such scenarios (Bonner et al., 2023; Ayman, 1993). However, this dynamic also underscores the unique pressures and risks associated with female leadership in precarious contexts (Helfat et al., 2006; Vinkenburg et al., 2011).

Cross-cultural studies further reveal that societal norms and cultural values significantly influence gender differences in leadership. For instance, in high power-distance cultures, male leaders often dominate hierarchical roles, potentially limiting the expression of TOL attributes among women (Chhokar et al., 2007; Hofstede, 2010). Conversely, in egalitarian societies, women are more likely to exhibit TOL behaviors and ascend to leadership positions (Davidson & Burke, 2011; Rosette & Tost, 2010).

Research Question and Hypothesis

This study seeks to explore gender differences in the endorsement of TOL attributes among managers, guided by the following research question:

- **RQ1:** Are there significant differences in the endorsement of TOL attributes between male and female managers?

Hypothesis: Consistent with prior research, it is hypothesized that women will score significantly higher than men on measures of TOL (Paris et al., 2009; Eagly & Carli, 2003).

Methods

This quantitative, non-experimental, causal-comparative study employed the validated 2020 GLOBE survey instrument to investigate TOL attributes across gender groups. The survey, consisting of 182 items, measured leadership dimensions, cultural values, and demographic variables, with a specific focus on the five subdimensions of TOL.

Sampling Process

Participants were recruited through professional networks and social media platforms, such as LinkedIn. The target population included mid-level, upper-level, and first-level managers from diverse industries. Efforts were made to include participants from private, public, and nonprofit sectors, ensuring a representative and generalizable sample.

Administration of Survey Instrument

The survey was distributed online via Qualtrics, which ensured anonymity and data integrity. Participants accessed the survey through a unique URL and completed it at their convenience. To maintain data quality, responses with completion times under 15 minutes were excluded. The final dataset reflected a balance of gender and organizational representation.

Operationalization of Variables

The TOL dimension was measured through its five subdimensions, each represented by multiple survey items:

1. **Collaborative Team Orientation**: Focus on promoting group welfare and loyalty (3 items).

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2. **Team Integrator**: Ability to foster cohesion and collaboration (3 items).
3. **Diplomatic**: Skillful management of interpersonal relations (4 items).
4. **Malevolent (Reverse Scored)**: Behaviors that undermine trust and integrity (4 items).
5. **Administrative Competence**: Organizational and operational management skills (3 items).

Each item was rated on a 7-point Likert scale, with higher scores indicating stronger alignment with the attribute. Scores for each subdimension were averaged for analysis.

Data Considerations

From an initial sample of 366 participants, 79 responses were excluded due to incomplete data or expedited survey completions, resulting in a final sample of 287 managers. Descriptive statistics were used to summarize demographic characteristics. Tests for normality, homogeneity of variance, and reliability were conducted to ensure robustness and validity.

Data Analysis Strategy

Statistical analyses were performed using SPSS. A multivariate analysis of variance (MANOVA) was employed to identify significant differences in TOL subdimensions by gender. Post hoc analyses were conducted to further examine significant findings. Pearson correlations were used to explore relationships among TOL subdimensions and other variables.

Results

Descriptive Statistics

The final sample consisted of 287 managers, with a gender distribution of 52.3% female and 46.7% male. Participants ranged in age from 18 to 85, with diverse educational and managerial backgrounds. The mean TOL total score was 6.25 (SD=0.33). Among the subdimensions, the malevolent subscale had the highest mean score (M = 6.81, SD = 0.32), while administrative competence had the lowest (M = 5.88, SD = 0.69).

Table 3: Descriptive Statistics of TOL Subscales

Subdimension	Mean (M)	Standard Deviation (SD)
Collaborative Orientation	6.17	0.57
Team Integrator	6.12	0.63
Diplomatic	6.29	0.52
Malevolent (Reversed)	6.81	0.32
Administrative Competence	5.88	0.69

Correlation Analysis

Pearson correlation analysis showed significant positive relationships among all TOL subdimensions. Collaborative orientation was strongly correlated with team integrator ($r=0.56$, $p<.001$) and diplomatic ($r=0.50$, $p<.001$). Administrative competence also showed moderate correlations with other subdimensions, indicating interconnectedness in leadership behaviors.

MANOVA Results

The MANOVA revealed significant differences in TOL scores between genders. Women scored higher on collaborative team orientation ($F(2, 282)= 3.40$, $p = 0.035$) and team integrator ($F(2, 282) = 3.03$, $p= 0.051$). No significant gender differences were observed for diplomatic or malevolent subscales. These results support the hypothesis that women exhibit stronger TOL attributes in specific dimensions.

Table 4: MANOVA Results by Gender

Subdimension	F Value	p Value
Collaborative Orientation	3.40	0.035
Team Integrator	3.03	0.051
Diplomatic	1.56	0.212
Malevolent (Reversed)	0.97	0.378
Administrative Competence	2.97	0.053

Discussion

Summary of Findings

This study sought to investigate gender differences in the endorsement of Team-Oriented Leadership (TOL) attributes, leveraging the GLOBE framework as a theoretical foundation. The results revealed that women consistently scored higher on collaborative team orientation and team integrator subdimensions. These findings align with previous research on the "feminine leadership advantage" (Eagly & Carli, 2003; Paris et al., 2009), reinforcing the notion that women excel in leadership roles requiring interpersonal harmony, collaboration, and inclusivity.

Interpretation of Results

The descriptive statistics underscore important trends regarding gendered leadership styles. Women scored higher on

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collaborative orientation (M=6.17) and team integrator (M=6.12), indicating a consistent preference for fostering group cohesion and shared purpose. These findings reflect a gendered tendency to prioritize team-building and inclusivity in leadership contexts, aligning with prior research suggesting women's leadership styles are more collaborative and communal (Eagly, 2007).

While no significant gender differences emerged in the diplomatic or administrative competence subdimensions, the overall high scores across both genders (M=6.29 for diplomatic; M=5.88 for administrative competence) suggest these attributes are foundational for leadership regardless of gender. Additionally, the malevolent subdimension, with its reversed scoring, highlights a universally low endorsement of behaviors that undermine trust and integrity, further supporting its cultural disfavor as a leadership trait (House et al., 2004).

The slight variability in male participants' scores across TOL subdimensions suggests a broader range of approaches to leadership, potentially tied to traditional hierarchical structures that allow for more diverse strategies (Hofstede, 2010). However, the lack of significant differences in diplomatic and administrative competence highlights a growing convergence in leadership expectations across genders, particularly in managerial roles.

Limitations

A key limitation of this study is the exclusive use of the U.S. GLOBE dataset, which may not fully capture the cultural diversity represented in the broader GLOBE framework. As a result, the findings are skewed toward U.S. cultural norms and leadership expectations, potentially limiting their generalizability to other global contexts. U.S.-based organizations often emphasize egalitarianism and collaboration, which may amplify the observed gender differences in TOL attributes. Future research should incorporate a more diverse dataset to explore cross-cultural variations in these findings.

Implications for Theory and Practice

The results of this study contribute to the growing body of literature affirming the gendered nuances of leadership. For theory, the findings emphasize the continued relevance of communal and collaborative leadership styles as a distinguishing factor for women in managerial roles. This aligns with transformational leadership theories and suggests a need to further examine how cultural and organizational contexts shape these dynamics (Yukl, 2013; Rosette & Tost, 2010).

Practically, the findings underscore the value of fostering team-oriented behaviors in leadership development programs. Organizations should emphasize the benefits of collaborative and integrative leadership styles, particularly in industries where hierarchical structures remain dominant. Additionally, the study highlights the need for organizations to recognize and reward diverse leadership approaches to promote inclusivity and gender equity in leadership pipelines.

Conclusion

This study highlights the significance of gendered differences in Team-Oriented Leadership attributes, with women demonstrating stronger alignment with collaborative and team integrator subdimensions. These findings reinforce the critical role of inclusivity and collaboration in modern leadership and provide a foundation for future research into cross-cultural and contextual variations. By addressing its limitations and expanding the scope of analysis, subsequent studies can further illuminate the complex interplay between gender, culture, and leadership effectiveness, paving the way for more equitable and adaptive organizational practices.

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