



PRIMARY RESEARCH

Male and female leaders' entrepreneurial leadership: A comparative study of Mongolia, Taiwan and Thailand on leader-member exchange

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Index Terms

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Abstract. This research aims to compare the relationship between Entrepreneurial Leadership (EL) and subordinate-rated Leader-Member Exchange (LMX) for female and male leaders (supervisors) in Mongolia, Taiwan and Thailand. By administering the same instrument to public sector officials of different Asian countries, a questionnaire was developed based on concepts from both LMX and entrepreneurial leadership. This study used convenient sampling process in which we selected public-sector units that we have connections with. Data were gathered from 948 employees, working in 158 units in Mongolian, Taiwan and Thailand's public sector organizations. Due to the nature of nested data, Hierarchical Linear Modeling (HLM) was worked to investigate the sample of current study. The study detected the correlation of EL and LMX that this has stronger correlation for male supervisors than female supervisors of Mongolia and Taiwan. For Thailand, the result provides partial support. Whether entrepreneurial leadership can manage to a standard of leader-member exchange for leaders and subordinates depends on gender of them. The current study can identify the gender's effect on the correlation between entrepreneurial leadership and leader-member exchange in a cross-cultural study. The findings imply that entrepreneurial leadership is an efficient leadership style in public sector organizations, and this leadership skill particularly works for male leaders. Recommendation for further research is to expand the sample population from both rural and urban public sector organizations of some Asian countries.

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INTRODUCTION

Gender differences have become a critical issue in the global modern workplace. Research associated to professional business shows that women must work a sufficiently great solid in order to be recognized as equally right as men (Lyness & Thompson, 2000). Desvaux & Devillard (2008) indicated that the ratio of women sitting on cooperative board and executives committees in Asian companies and firms is too less when compared to Europe and the United States, and even in these regions women still keep inadequate rep-

resentation. Particularly, female leaders occupy a very low percentage of the public sector in Asia. This confirms that female leaders in Asian countries may face difficulties in leadership within the public sector. But there is little research to date conducted on relevant issues regarding female leaders of the public sector in Asian countries. Asian countries have different cultures and shared opinions about women's position in society (Desvaux & Devillard, 2008; Salam, 2016). Ayman & Korabik (2010) suggest that gender and culture make the results different when it comes

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to leadership. Therefore, there is a need to conduct cross-cultural research on gender differences in leaders across Asian countries. This study aims to compare the correlation of EL and subordinate-rated LMX of female and male leaders in Mongolia, Taiwan and Thailand.

The development of leadership should direct to the relational aspects of achieving the quality of being authentic as a leader (Avolio & Gardner, 2005; Nuchso, Tuntivivat & Klayklung, 2016; Bo Shing & Xiaodie, 2017; Naqshbandi, Kaur & Ma, 2015). LMX and its leadership theory focuses on the relational aspect. Prior studies, for instance, Gerstner & Day (1997) and Cohen-Charash & Spector (2001) documented that LMX can occur in some subordinates' positive result. It will be work performance, loyalty to organization and satisfaction of employees in their work. Moreover, Dienesch & Liden (1986) highlighted that LMX is defined as the degree of excellence of the relations between leader and his/her subordinates. Due to the importance of LMX, LMX can be regarded as the outcome of leadership effectiveness for male and female leaders.

To examine leadership effectiveness, we focus on entrepreneurial leadership style from several leadership styles. Entrepreneurial leadership was defined by Renko, El Tarabishy, Carsrud & Brännback (2015) to have the influence and direct to the performance of group subordinates to achieve organization's purpose that includes accepting and making full use of entrepreneurial opportunities. Entrepreneurial leadership can further improve followers' confidence and their own entrepreneurial abilities, the use of the imagination and light want for innovative business (Bandura, 1997; Ciavarella, Buchholtz, Riordan, Gatewood & Stokes, 2004; Bernik, Azis, Kartini & Harsanto, 2015; Kaur & Naqshbandi, 2014). The root of EL is the awareness on chance-directed conduct, both by supervisors themselves and by subordinates who comply their supervisors.

This is very important for the public sector leaders because they need to intend issue and challenges faced in a specific environment (Organization for Economic Cooperation and Development, 2001). While prior studies have focused on GD in leadership style which has been improved regionally and generally placed to the Western world (Rowley, Hossain & Barry, 2010; Snaebjornsson, Edvardsson, Zydziunaite & Vaiman, 2015). This study addresses the regions and focuses on gender difference in leadership style across Asian countries. Specifically, current study makes an effort to examine the influences of EL on LMX for both of them as controlling subordinates with the influence of gender of Asian countries. Data were collected in three

Asian countries including Mongolia, Taiwan, and Thailand. Asian cultures have much difference (Desvaux & Devillard, 2008). Mongolia is chosen from North Asia. In World Bank Report, Khan & Aslam (2013) noted that significant gender disparities continue to exist in labor markets and the business sector. Women have inadequate representation in the country's high-growth industries, in managerial positions, and have restricted participation in official entrepreneurial activities. From report of The World Bank (2012a) to a cultural perspective, women are also still looked at as shouldering the "double burden" of earning an income and managing domestic responsibilities. In terms of East Asia, Taiwan is a group-oriented and relationship-based society in which low social mobility led to high density and people share knowledge easily and join a group quickly (Huang & Mujtaba, 2010). Thailand is represented as Southeast Asia in this study. Baczek (2013) highlighted that Thai leaders have chosen the use of the imagination, public, master plan and management's well change for effective leadership in Thailand. Stankov (2015) found that Taiwan and Thailand have little difference in culture, though these two countries rank similarly in a specific cultural dimension. A cross-culture study in Mongolia, Taiwan, and Thailand can enhance the generalizability of the results of this study.

LITERATURE REVIEW

Research Hypotheses

Ramamurti (1986) formulated that public entrepreneurs are 'individuals who make determined pursuit to initiate, support or increase the power of one or more public sector organizations and furnish a practical review of what public entrepreneurs do. In the more and more stormy and competitive environment business firms face today, a type of "entrepreneurial" leader is demanded who is different from the behavioral forms of leaders (Gupta, MacMillan & Surie, 2004; Silahtaroglu & Vardarlier, 2016; Muzamil Naqshbandi & Kaur, 2014; Naqshbandi, 2016). Thus, this article examines that EL is "universally" proven as effective for public sector leaders.

Representatives of Entrepreneurial leadership research, Gupta *et al.* (2004) improved the constructs of EL, and their effort was focusing on entrepreneurship and leadership and contributed into empirical measurement of entrepreneurial leadership. Further, the authors also highlighted that EL has much in common with transformational leadership in that the supervisor brings superordinate performance by appealing to higher needs of subordinates. Leaders use opportunities to group members towards

achieving organizational goals and it is one of effective leadership styles (Renko *et al.*, 2015), because EL requires the ability to affect others to organize resources strategically in order to give special importance to both opportunity-seeking and advantage-seeking behaviors (Ireland, Hitt & Sirmon, 2003). This confirms that EL's criteria are to have strong want, vision, focus, and the ability to stimulate others. The subordinates can easily acquire the guidance or direction and support from these supervisors with EL, and thus they would like to develop a good working relationship with the leaders.

H1: EL is positively related to LMX across Asian countries.

Barling, Weber & Kelloway (1996) paid more attention to gender roles, accordingly, those roles exert some influence on leaders, female and male occupants of the same leadership role would conduct somewhat otherwise. Therefore, they observed that these features associated with leadership roles have been related more to men than to women. Furthermore, Eagly & Karau (2002) highlighted the perception that men's roles are more congruent with the leadership role than are those of women can result in prejudice against women leaders. Since that time, Eagly & Carli (2004) assumed that leadership is more alike to the masculine gender role than to the feminine gender role. Numerous studies of culture, gender and leadership behavior have contributed much useful findings to researchers and management practices during the last three decades. Nandamuri (2013) conducted studies related to gender and entrepreneurship including the role of gender on entrepreneurial resourcefulness and found that males demonstrated higher levels of entrepreneurial resourcefulness than their female counterparts.

In addition, by using evidence that university's 3,420 students in more than ten countries, Dabic *et al.* (2012) examined gender differences in attitudes of university students towards entrepreneurship according to theory of planned behavior. Dabic *et al.* (2012) found that as compared to males, female students were less willing to begin their own businesses in terms of entrepreneurial intention.

Malach Pines, Lerner & Schwartz (2010) found male participation in entrepreneurial activities to be higher than that of females. Past enterprise studies summarized by Bosma & Schutjens (2011), Thurik & Verheul (2003), and Reynolds & Curtin (2011) repeatedly show that women are less likely to run a business.

In sum, the above studies indirectly support that entrepreneurial leadership is more masculinity. For clarifying our hypotheses, Figure 1 displays the framework.

H2: The relationship between EL and LMX is stronger for male leaders than female leaders across Asian countries.

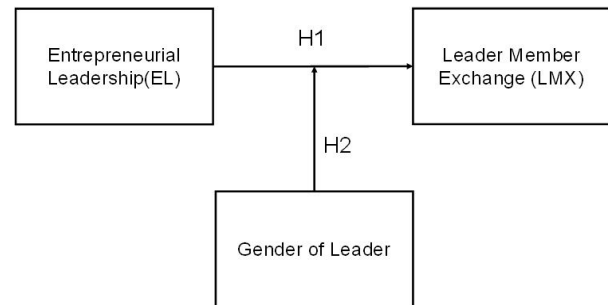


FIGURE 1. Proposed research model

METHODOLOGY

Data Collection

The sample was collected from supervisors and officers who work in the public sector of three Asian countries (Mongolia, Taiwan, and Thailand). This study used convenient sampling process in which we selected 60 public-sector units that we have connections with in each country. An invitation letter was sent to each supervisor in these units. After obtaining their approval, we personally visited each unit to administer the survey. In addition to asking supervisors to rate their tendencies to use entrepreneurial leadership, we randomly invited five employees to participate in the survey and evaluated their relationship with the supervisor. In total 948 respondents including 158 female and male supervisors and 790 subordinates participated in the research from countries, indicating 88% of response rate. The detailed information on these respondents is shown in Table 1.

TABLE 1. Sample profile

Demographics	Mongolia		Taiwan		Thailand	
	Leader n=60	Member n=300	Leader n=51	Member n=255	Leader n=47	Member n=235
Gender						
Male	32	110	22	89	30	109
Female	28	190	29	166	17	126
Age						
Male	40.16	33.51	46.64	37.29	43.40	37.30
Female	42.75	35.69	45.62	35.59	40.24	34.45
Marital status						
Married male	30	75	20	41	9	49
Married female	27	137	26	66	5	68
Education						
High school	1	41	2	14	2	54
College	24	214	22	172	17	122
Master	33	42	27	68	25	58

Measures

Dependent variables

Two outcome variables (LMX, EL) were measured in this study. Entrepreneurial leadership has been measured using eight items advanced by Renko *et al.* (2015) based on Likert five-point scales. The sample item of Renko *et al.* (2015) is "My supervisor often comes up with radical improvement ideas for the products/services we are selling" in the measurement. Second outcome variable was evaluated using the LMX-7 scale, which was improved by Graen & Scandura (1987).

Respondents describe the extent to which they allowed with seven items such as "I usually know how satisfied my supervisor is with me". Response of scale range was used from 1 to 5 in three samples of this cross-cultural research (1 = strongly disagree and 5 = strongly agree).

Independent variables

Measures on the five independent variables that are gender, age, marital status, educational duration and tenure and all of them were taken on both the subordinates and the supervisors. Male was coded by 1 and female was coded by 2. Age was scaled as years. Marital status was measured as either married male or married female. Education was measured by degree, which was high school, college, master, and Ph.D. or above.

The last demographic variable was tenure, which was measured in years. In this research, factor analysis is both used for all variables. As the results, 14 items of two factors were examined and no items were removed in each of the three groups. Initial construct (EL) indicated that the first factor explained variance of 36.4% (Mongolia), 51.50% (Taiwan), and 56.62% (Thailand) of the variance respectively. The second factor, LMX is explained by variance of 56.73% (Mongolia), 58.96% (Taiwan), and 48.89% (Thailand) of the variance. For factor loading range, there was little difference between Taiwan and Thailand that indicated .64 - .85 and .62 - .85, but this was not high such as .33 - .74 for EL factor.

Cronbach's alpha is one way of measuring the strength of that consistency, and this indicated that the consistency of EL factor was .72 (Mongolia), .86 (Taiwan), and, Thailand was higher ($\alpha=.89$) than other two countries. When we examined Cronbach's alpha for LMX factor, it indicated similarity, with .88 (Mongolia), .87 (Taiwan), and .82 (Thailand). Finally, from Cronbach's results, the factor EL in Mongolia is shown less than Taiwan and Thailand. It means EL

influence is not strong in this country. In contrast, EL is significantly related to LMX in Thailand.

TABLE 2 . Factor analysis and descriptive statistics

Constructs	Total Variance Explained	Factor Loading Range	Cronbach's Alpha	Mean	Std. Deviation
Mongolia					
EL	36.14%	.33-.74	.72	3.48	.32
LMX	56.73%	.72-.80	.87	3.46	.68
Taiwan					
EL	51.50%	.64-.85	.86	3.83	.41
LMX	58.96%	.65-.85	.88	3.85	.54
Thailand					
EL	56.62%	.62-.85	.89	4.15	.53
LMX	48.89%	.53-.80	.82	3.84	.53

RESULTS

According to HLM as written by Raudenbush & Bryk (2002) the results are reported in two tables, with the fixed effects displayed in Table 3, and the models for two levels displayed in Table 4. The HLM findings are shown in Table 3 and Table 4. Null models to determine if there was indeed a supervisor effect in our models show evidence of the appropriateness of using HLM to test our hypotheses. Table 3 provides support for Hypothesis 1, indicating that the positive and significant influence of EL was related to LMX (Mongolia: $\beta = 1.01$, $p<.001$; Taiwan: $\beta = 0.74$, $p<.001$, Thailand: $\beta = 0.50$, $p<.001$). In general terms, hypothesis 1 illustrated that leaders of Mongolia, Taiwan and Thailand have EL style and they support evaluation of LMX. If leaders of public sector organization combine EL style with LMX, they are possible to achieve organizational goal smoothly. Furthermore, entrepreneurial supervisor of each unit, department and office can manage, through high-quality LMX, their subordinates.

Hypothesis 2 expects male leaders with higher levels of EL will be compared with female leaders with higher levels of EL. Table 4 shows that EL has a stronger effect on LMX for male leaders than female leaders for Mongolia (male: $\beta = 1.12$, $p<.001$; female: $\beta = 0.92$, $p<.001$) and for Taiwan (male: $\beta = 0.80$, $p<.001$; female: $\beta = 0.73$, $p<.001$). However, female leaders in Thailand have a stronger relationship between EL and LMX than male leaders (Thailand male: $\beta = 0.46$, $p<.001$; Thailand female: $\beta = 0.56$, $p<.001$). Accordingly, result of this study provides partial support for hypothesis 2. Mostly male leaders occupy managerial, senior, executive and principal level in Mongolia and Taiwan's public sector organizations, we also can see this from our sample of three countries. Accordingly, EL has been illustrated to have stronger effect on LMX for male leaders than female leaders for Mongolia and Taiwan in this study.

TABLE 3 . HLM result for hypothesis 1

Models		Mongolia LMX	Taiwan LMX	Thailand LMX
Null models				
Within-group variance	σ^2	0.43	0.25	0.26
Between-group variance	τ_{00}	0.03	0.04	0.03
ICC		0.06	0.15	0.09
Path models				
Random effect				
Within-group variance	σ^2	0.35	0.21	0.21
Between-group variance	τ_{00}	0.00	0.00	0.00
R2		0.24	0.27	0.25
Fixed effect				
Level 1				
Gender(m)	γ_{10}	-0.13	-0.03	-0.04
Age(m)	γ_{20}	0.00	0.00	0.01
Marital state(m)	γ_{30}	0.00	0.03	-0.03
Educational duration(m)	γ_{40}	0.06	-0.04	0.01
Tenure(m)	γ_{50}	0.01	0.00	0.01
Level 2				
Intercept	γ_{00}	0.01	1.24***	3.94***
Gender(l)	γ_{01}	-0.01	-0.04	-0.01
Age(l)	γ_{02}	0.00	0.00	0.00
Marital state(l)	γ_{03}	0.04	0.01	-0.02
Educational duration(l)	γ_{04}	-0.01	0.00	0.00
Tenure(l)	γ_{05}	0.00	0.00	0.00
EL	γ_{06}	1.01***	0.74***	0.50***

TABLE 4 . HLM result for hypothesis 2

Models		Female Leaders in Mongolia LMX	Male Leaders in Mongolia LMX	Female Leaders in Taiwan LMX	Male Leaders in Taiwan LMX	Female Leaders in Thailand LMX	Male Leaders in Thailand LMX
Fixed effect							
Level 1							
Gender(m)	γ_{10} -0.24*	-0.02	-0.02	-0.03	-0.06	-0.07	
Age(m)	γ_{20}	-0.01	0.00	0.00	0.01	0.01	0.00
Marital state(m)	γ_{30}	0.03	0.03	0.00	0.07	0.02	-0.05
Educational duration(m)	γ_{40}	0.02	0.11	-0.05	-0.02	0.00	0.02
Tenure(m)	γ_{50}	0.02	0.00	0.00	0.01	0.01	0.00
Level 2							
Intercept	γ_{00}	3.49***	3.47***	3.84***	3.73***	3.85***	3.96***
Age(l)	γ_{01} 0.00	0.00	-0.01**	-0.01	0.00	0.00	
Marital state(l)	γ_{02}	0.08	-0.03	-0.03	0.09	-0.01	-0.01
Educational duration(l)	γ_{03}	0.00	-0.02*	0.00	0.00	-0.01	0.01
Tenure(l)	γ_{04}	0.00	0.00	0.00	0.00	0.00	0.00
EL	γ_{05}	0.92***	1.12***	0.73***	0.80***	0.56***	0.46***

Discussion

There is the space in the literature review of this study to compare with gender difference research and EL and LMX studies. Although very few studies examined relationship between EL and LMX, our study is complemented by EL and LMX literature. But the gap of literature can link, we

prove that this kind of title helps to explain the relationship between supervisor and subordinates. Our findings supported the positive relationship between EL and LMX as hypothesis 1 of this study. This is supported across three Asian countries, demonstrating a deep using of EL and LMX constructs. This study has been performed to find the infl-

uence of entrepreneurial leadership on LMX and to determine if there are any differences between Mongolia, Taiwan, and Thailand. There is not much difference among the three countries. For all countries, there is positive and significant relationship between EL and LMX. The overall results are based on cross-cultural studies and supported there is strong relationship between these two constructs. This finding will be more efficient to see combination of EL and LMX. Organizations are able to use this combination of EL and LMX for a practical purpose. More clearly, leaders can find through EL style a good communication and a trust with their subordinates. Subordinates more respect male leaders because they have strong EL style. Prior studies consider that male leaders have stronger EL and LMX than female leaders.

Although female leaders use the EL techniques and they have still EL style and higher evaluation of LMX, if male leaders use this leadership technique, they will have high LMX. It is supported in Mongolian sample and Taiwanese sample. In contrast, the result showed that Thailand female leaders are stronger than male leaders. In short, hypothesis 2 was not supported for Thailand sample. In Thailand's public organizations, maybe there is no high proportion of male leaders.

In that case, Thai people supposed that female leaders can manage public sector's work and performance more than male leaders. Thai people may think they regard all supervisors have equal manner and they may have some kind of perspective. In terms of practical implications, Mongolian, Taiwan and Thailand leaders of public organization can use EL techniques to help manage their subordinates and advance their work relationship. Governments of all these countries can include EL techniques to a training program for leaders because Leadership Development Programs release the full potential of the individual, team & organization. Organization for Economic Cooperation and Development OECD (2001) pointed out that leadership will be a core constituent of good public governance, which is an important topic for modern OECD's work. The current study can function as basic research to contribute to developing good human resource management in the public sector organizations of developing and underdeveloped countries. This will contribute to improve work performance and public-sector service using EL style and LMX. In general, current study emphasized that examination of two sides of supervisor and subordinate is an important point of beginning to link the LMX research with EL theory, gender difference and team leadership literature.

LIMITATIONS AND FUTURE RESEARCH SUGGESTIONS

LMX has become a fully-developed construct in area of organizational behavior studies. Because numerous studies have tested the LMX construct in private sector organizations using the LMX scale-7. For current study, we dare this view is too delicate, furthermore, we offer an extension of the scope of leadership, its efficient style and exchange of supervisor and his/her subordinate under gender difference to include public sector organizations especially. Our colleague focused on government offices and department's units. For the current study's questionnaires, all of the responses were collected from officers, senior managers or chiefs of departments in government offices and some public sector organizations of Thailand.

Here, we did not organize an interview with each supervisor while collecting responses to the questionnaires from both officers and chiefs. For future research, we suggest that EL and LMX under gender difference in private sector organizations can be studied both theoretically and evidently. As an extension of the concept of LMX, we suggest that leadership researchers can use relative leader-member exchange (RLMX) in both public and private sector organizations. Anand, Liden & Vidyarthi (2011) suggested outcome variable of RLMX for measurement and it incorporates voice behavior, affective commitment, psychological contract, self-efficacy, etc. Future research into this topic could proceed along a number of important tracks. Studies of LMX and EL under gender differences would be advantageous in helping to better define the process and domain of LMX and EL as it pertains to male and female leaders in managed organizations at the present time. However, future researchers will need to explore a more accurate measurement method.

Consequently, studies that seek to determine when and where EL style is appreciated would be especially advantageous. No less significant would be research to public sector organizations. In addition, future research should examine high quality supervisor and member relationships for leaders in both private and public sector organizations. In this sense, LMX provides huge opportunities for strategic and organizational benefits (Graen & Uhl-Bien, 1995; Liden & Graen, 1980).

Finally, current study pointed that investigations of both team leaders' and members' sides is a critical starting point to bridge the LMX research with EL theory, gender difference and collectivist team leadership literature.

CONCLUSION

This study examines the relationship between male and female leaders' entrepreneurial leadership and their relationship with their subordinates across Asian countries. We find that entrepreneurial leadership is effective for building high-quality working relationships between leaders and members. In addition, this study aims to identify the gender effect on the relationship between EL and LMX. As the findings indicate, the positive relationship between EL and LMX is stronger for male supervisors than female supervisors in Mongolia and Taiwan. For Thailand, female leaders who have EL style can create higher levels of LMX than male leaders with EL, though EL has a positive impact on LMX for

male leaders. This study contributes to the relevant literature by integrating EL and LMX into one model using cross-cultural design. The findings correspond to the literature relevant to EL (e.g., Ireland *et al.*, 2003) and suggest that EL can help to develop high-quality relationships between leaders and members by organizing resources strategically to encourage opportunity-seeking and advantage-seeking behaviors. Using EL, leaders can become a leading model for their employees and thus win the employees' hearts. By investigating the relationship between EL and LMX in public sectors, this study can render a basic guidance to manage employees through EL style for both male and female supervisors of public sector.

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— This article does not have any appendix. —