

IMPACT OF TEAMS SOCIO- DEMOGRAPHIC FACTORS ON ORGANISATIONAL LEADERSHIP BEHAVIOUR IN ICT INDUSTRY

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ABSTRACT--Organizational leadership behaviour (OLB) plays significant role in the formation of organizations (Larsson & Vinberg, 2010). A leader's behaviour can influence satisfaction of the employees; which will be mirrored in their performance and productivity of the organization. The Leadership style can have major influence on individual's outcomes, so it becomes imperative for leaders to be more aware about their behaviours and adapt it to inspire their team members, and furthermore to give them a chance to express their creativity in a manner that can have gainful effect on the organization as well as employees. The leaders can create high spirit work environment, which has enduring impact on the inspiration of employees to invest in themselves, with the aim of contributing in organization's triumph (Mubarak, 2014). The objective of this paper is to study the Socio Demographic Factors of the team Influencing OLB in ICT Industry for which data of 110 respondents have been collected from people working in ICT industry. For data analysis, one-way ANOVA has been used to check the influence of Socio Demographic Factors on OLB. As per the findings of this study, gender of team member is the factor which has shown significant influence on OLB.

Key Words-- Leadership Behaviour, Organizational Leadership Behaviour, Socio Demographic Factors, Information and communications technology (ICT) industry

I. INTRODUCTION

One of the key objectives of all the organizations has been team effectiveness. The course of handling teams and certifying their effectiveness entails the existence of the frontrunner, who will not only raise their spirits high but will also provide a power of sight for the team members. Leaders are considered to set inspiring objectives for the team, and then empower them to achieve the organizational targets (Mohammed Al-Malki, Wang Juan, 2018). Associations today are inundated in focused and continually evolving surroundings (Karami, 2008); (B. E. A. Oghojafor, D. Olamitunji, and A. A. Sulaimon, 2001) cited in (Kenneth Chukwujioke Agbim, 2013)). These progressions essentially include the changes in services, products, ways of working and technology etc. For example, while some items are in the process of recreation, the progression in Information Communication Technology (ICT) is ceaselessly modifying approach in which products and services are being conveyed or created (Kenneth Chukwujioke Agbim, 2013).

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Organizational Leadership Behaviour can be characterized as the aptitude or capability to settle on quality choices and stimulate others to carry out their activities in better ways. It is the way of coordinating the conduct of others towards accomplishing shared objectives. At the point when representatives are clear about what is expected out of them, their performance is liable to be enhanced. Front runner leaders are professed to positively affect the proficiency of the association by influencing their team members.

II. LITERATURE REVIEW

According to (Kabeer Abdullahi Mohammed, Jamilah Othman & Jeffrey Lawrence D'Silva, 2012) social demographic factors have a significant impact in deciding organizational leadership behaviour. It is critical to think about the factors such as age, gender, marital status, qualification etc. given their significance to the success of the organization.

ICT Industry: The term Information and communications technology (ICT) is the extension of the term Information technology (IT). ICT emphasizes on integration of computers, telecommunications, and also various enterprise software systems, storage systems, audio and visual systems, which together enables people to store, access, manipulate and transmit the information from one device to another. The ICT industry regularly goes about as data management and storage facility for the information collected from different sources, also as clearing house (Michelle Alvarez, 2017).

ICT is a very vast subject and its concepts are continuously evolving. It encompasses a wide variety of products, that will support storage, retrieval, manipulation, transmission, or receiving information in electronic and digitized form. Examples of such devices are laptops, personal computers, digital televisions, emails, and also robots). ICT is the term which includes all kind of communication devices, covering cell phones, radio systems, television systems, computer systems, network related hardware, satellites and also a variety of services with them for example distance education, mobile health monitoring, conferencing via phone and video.

Organizational Leadership Behaviour: Organizational Leadership Behaviour is an approach in which the task of leadership is implemented; it is the way a leader behaves with the members of the team. (Larocca, 2003) found huge distinction between leadership styles and gender biasness. Similar to this, (A.H. Eagly & B.T.Johnson, 1990) in their study discovered that there is distinction among gender and authority where female leaders were seen as more vote based than their male partner. There is a sizeable effect of the leadership style on the performance of the organization. The style of leadership swings the organization values which in turn impacts the organizational performance. At the same time, autocratic leaders are considered to make ultimate conclusions without thinking about the outlook of their team members. Influence of socio demographic factors on leadership behaviour can also vary based on the leadership style being followed by the leader.

Transformational Leadership: (Bass, 1985) Specified that transformational leadership is defined based on the impact of its own followers. Transformational leaders bring together employee trust, respect to each other and admiration from peers and their followers. According to (Sri Sarah Maznah Mohd Salleh, Muhammad Fareed Zubair, Anis Wahida Hamzah, 2018) embracing Transformational leadership oppositely influences employee's enthusiasm among female with no huge effects towards employees' enthusiasm among male.

Transactional Leadership: Transactional leadership style expects particular work practices from their team members. Authority and Power are integral part of transactional leadership style. It can at some point be contrasted with autocratic style of leadership when there is more control over their supporters concerning settling on staff contributing to the organizations choices (J.B. Lyons & T.R. Schneider, 2009) & (Samad, Ataus., Reaburn, Peter., Davis, Heather., Ahmed, Ezaz, 2015) cited in (Kumar, 2018). (Sri Sarah Maznah Mohd Salleh et al., 2018) state that transactional leadership adopted emphatically sway employees' stimulation among female employees, while contrarily sway employees' stimulation amid male employees.

Laissez Faire Leadership style: This kind of leadership doesn't practice severe authority over their subordinates straightforwardly. A large portion of individuals in the group should be profoundly experienced people. As a result, majority of them do not require authoritarian control and direction. Because of the specific impediments given by the administration, colleagues may experience the ill effects of absence of correspondence, input for development and toward the end, they may neglect to fulfil the time constraint for the completion of a project (Mohammed Al-Malki, Wang Juan, 2018). Laissez Faire leadership style altogether sway on employees' stimulation headless of gender, this authority style is found to decidedly impact employees' stimulation among male while adversely impact employee's stimulation among female employees (Sri Sarah Maznah Mohd Salleh et al., 2018).

As analysed by (A. Haddud & D. McAllen, 2018), numerous employments currently include innovation as integral part of employee behaviour, and they need the capacity to adopt and utilize innovation at a very quick pace. However, Information and Communication Technology is being seen both as a maker as well as destroyer, driving the significant changes in prerequisites for employment. As a result, leaders need to put in resources for training the representatives, assist and encourage them regardless of learning process and extremely cognitively challenging demands. Expanded level of connectivity and channels of information distribution are resulting into breaking the chain of command and organizational limitations, eventually resulting in mutating of task-based activities which are more projects based, wherein it's a prerequisite for employees to openly take part in the formation of new value addition. To maximize the worth of digital technology, by preserving and managing the talent, involving and getting absorbed with employees, the leadership role becomes imperative (Harvard Business Review Analytic Services, 2017); (World Economic Forum , 2018) cited in (Laura Cortellazzo, Elena Bruni and Rita Zampieri, 2019)). However, leaders need to address the new upcoming concerns which are originating from darker side of the digital technology adoption.

(Koch, D'Mello and Sackett, 2015) found meta- analytical proof that the preference of male leaders towards employing male employees in the positions which are male dominated was moderately stronger than their preference towards employing female employees in the same job. Author also stated that even female leaders in the similar scenario prefer to employ male employees over female employees. As per (R.L. Warning & F.R. Buchanan, 2009) male underlings have been seen as progressively open to having a female as a manager than their female underlings. (S. Bednar & D. Gicheva, 2014), **Invalid source specified.** also feel that female supervisors may differently affect workers' wages and advancement possibilities, particularly on female representatives.

As suggested by (B.J. Avolio, J.J. Sosik, S.S. Kahai & B. Baker, 2014), leadership in the advanced world might be impacted by gender. Different genders may embrace different criteria in picking up the technologies they would want to implement. However, authors like (Sikandar Hayyat Malik, Shamsa Aziz, and Hamid Hassan, 2014) stated that the characteristics of juniors had no noteworthy impact on the criteria basis which subordinates recognise their

leaders. Their study further demonstrated that there is no critical connection between characteristics of subordinates (age, sexual orientation, capability, rank, understanding and length of administration under the present chief) and recognition of leaders by juniors.

(S.Sandberg, 2013); (R.B. Kaiser & W.T. Wallace, 2016) focused on the significance of females looking for mentorship and backing from their bosses to gain awareness and to build up the abilities that are important to be seen as a potential contender for promotions. (K.S. Lyness & M.E. Heilman, 2006) also feels that regrettably, female employees in any organization do encounter a strong gender inequality when being assessed for advancements on both their degree of execution just as their latent capacity sway. Researches within the skilled cluster demonstrate that the female employees need to altogether work more diligently to be seen as similarly capable as their male counterpart.

(J. Weber & E. Kelloway, 1996) in their study have provided experimental sign that transformational initiative can cause changes in subordinates' opinions of managers' leadership behaviour, subordinates' accountability towards the organization, and performance of the organization. This portrays that leadership and organization performances are the component which goes in partnership and is the influential way of organization which will, in all likelihood, have valuable effect on the organization performance.

III. OBJECTIVE

The objective is to study the influence of team's socio demographic factors such as age, gender, qualification, marital status and years of service in current organization, on organizational leadership behaviour in Information and Communication Technology Industry in Delhi National Capital Region, India.

IV. METHODOLOGY

Study is carried out with frequency distribution, box plot chart and one-way ANOVA test. Quantitative research methodology has been used to assess the influence of socio demographic factors of the team on organizational leadership behaviour in ICT Industry Delhi NCR, India. 110 people participated online to help in filling the designed questionnaire containing 10 questions in addition to socio demographic factors such as age, gender, qualification, marital status and years of service in current organization. These 10 questions have been taken from the study "*Study of the effectiveness of behavioural process interventions in an organisation*". The analysis has been done using SPSS software version 25.0. Likert scale has been used to collect responses from the respondents where code 1 refers to Strongly Disagree and code 5 refers to Strongly Agree.

V. DATA ANALYSIS

Data analysis has been done on 110 data points. Before proceeding with the data analysis, reliability of the collected data has been checked. According to the results, Cronbach's alpha value of 110 records is .719 which is higher than tolerance limit of 0.70. Since data is found to be reliable, further analysis has been done in two stages at 95% confidence level. In the first stage of the analysis descriptive statistics has been analyzed to know the frequency, percentage contribution, mean and standard deviation of the collected data of the socio demographic

factors of 110 data points. In the second stage, box plot and one-way ANOVA has been used to know the significance influence of the socio demographic factors on organizational leadership behaviour in ICT Industry in Delhi NCR, India.

○ **Descriptive Statistics of the Collected Data of the Socio Demographic Factors:** According to the data, age of significant number of respondents (36.4%) is in between 31 to 40 years followed by 20 to 30 years (25.5%). Not much variance has been seen between male and female respondents 52.7% and 47.3%. In regards with marital status 39.1% of the respondents are married followed by 36.4% of them are unmarried or divorced (24.5%). In terms of time spent in the same organization, significant numbers of respondent 61.8% have spent almost 6 to 10 years followed by 0 to 5 years (18.2%) and more than 15 years (15.5%). Data also reveals that, all the respondents who have participated, are qualified and most of them (39.1%) are having bachelor degree followed by 29.1% respondents are having master's degree, 27.3% respondents are having diploma and 4.5% respondents have Ph.D.

Table 1: Socio-Demographic Profile of Respondents

Socio Demographic Factors		Freq.	%	Valid %	Cum. %	Mean	Std. Deviation
Age	20 to 30 years	28	25.5	25.5	25.5	2.3	0.078
	31 to 40 years	40	36.4	36.4	61.8		
	41 to 50 years	19	17.3	17.3	79.1		
	> 51 years	23	20.9	20.9	100.0		
Gender	Male	58	52.7	52.7	52.7	1.5	0.502
	Female	52	47.3	47.3	100.0		
Marital Status	Married	43	39.1	39.1	39.1	1.9	0.788
	Unmarried	40	36.4	36.4	75.5		
	Divorced/ Widow	27	24.5	24.5	100.0		
Years of Service in the Current Organization	0 to 5 years	20	18.2	18.2	18.2	2.2	0.907
	6 to 10 years	68	61.8	61.8	80.0		
	11 to 15 years	5	4.5	4.5	84.5		
	> 15 years	17	15.5	15.5	100.0		
Qualification	Diploma	30	27.3	27.3	27.3	2.1	0.860
	Bachelor's degree	43	39.1	39.1	66.4		
	Master's degree	32	29.1	29.1	95.5		
	Ph.D.	5	4.5	4.5	100.0		

Source: Primary Data

○ Assess the significance influence of the socio demographic factors on organizational leadership behaviour in ICT Industry

○ **Influence of Age on Organization Leadership Behaviour:** To analyse the opinion of respondents on the influence or impact of Age on OLB, box plot has been used. As per the results, it can be inferred that most of the responses in regards with OLB are towards agreed category (Figure 1). As per 95% significance level below listed results in Table 2 are not significant ($p\text{-value} \geq 0.05$, 0.273). Hence it can be concluded that there is no Influence of age on organization leadership behaviour.

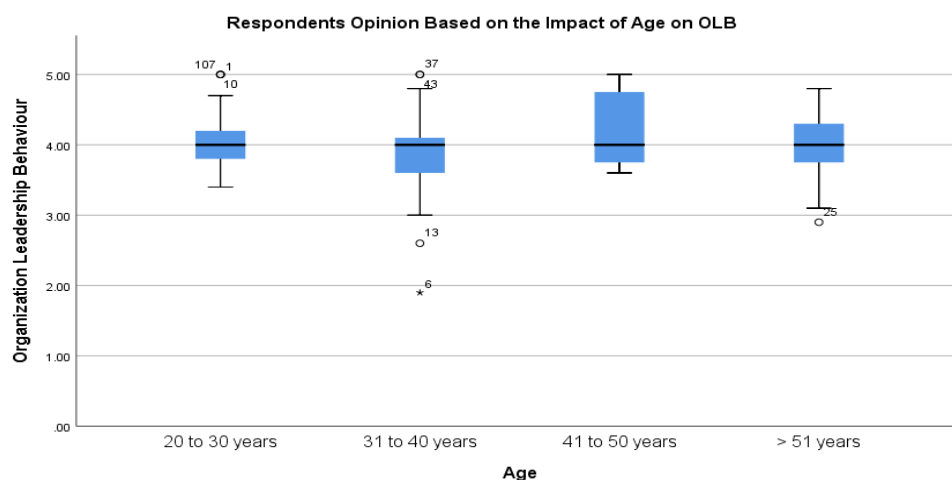


Figure 1: Respondents Opinion Based on the Impact of Age on OLB

Table 2: ANOVA on finding the Impact of Age on OLB

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.064	3	.355	1.317	.273
Within Groups	28.527	106	.269		
Total	29.591	109			

Source: Primary Data

○ ***Influence of Gender on Organization Leadership Behaviour:***

To analyse the opinion of respondents on the influence or impact of gender on OLB, box plot has been used. As per the results, it can be inferred that most male respondent responses are in between neutral to agree, whereas most of the female respondent's responses are in between Agree to Strongly Agree (Figure 2). As per 95% significance level, below listed results in Table 3 are significant ($p\text{-value} \leq 0.05$, 0.050). Hence it can be concluded that there is an Influence of gender on organization leadership behaviour.

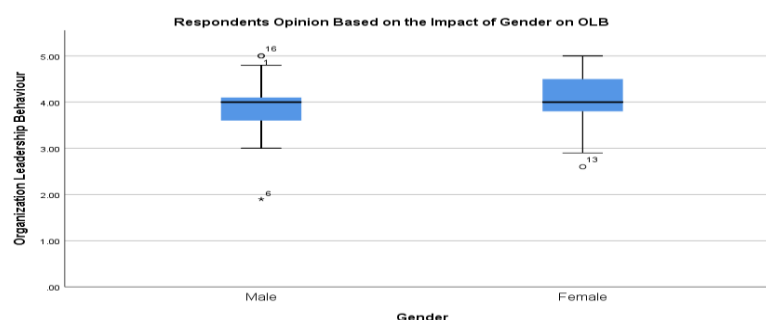


Figure 2: Respondents Opinion Based on the Impact of Gender on OLB

Table 3: ANOVA on finding the Impact of Gender on OLB

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.035	1	1.035	3.915	.050
Within Groups	28.556	108	.264		
Total	29.591	109			

Source: Primary Data

○ **Influence of Marital Status on Organization Leadership Behaviour:** To analyse the opinion of respondents on the influence or impact of marital status on OLB, box plot has been used. As per results, it can be inferred that responses of most married and widow/divorced respondents are towards agree and responses of unmarried respondents are in between neutral to agree (Figure 3). As per 95% significance level, below listed results in Table 4, are not significant ($p\text{-value} \geq 0.05$, 0.665). Hence it can be concluded that there is no Influence of marital status on organization leadership behaviour.

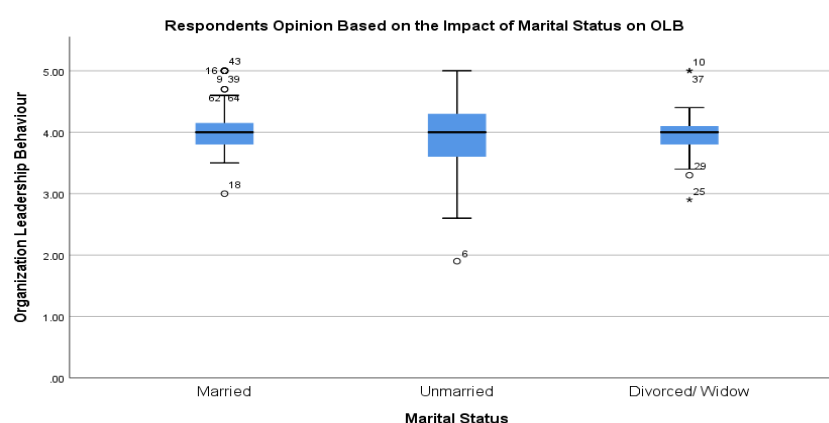


Figure 3: Respondents Opinion Based on the Impact of Marital Status on OLB

Table 4: ANOVA on finding the Impact of Marital Status on OLB

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.225	2	.112	.409	.665
Within Groups	29.366	107	.274		
Total	29.591	109			

Source: Primary Data

○ **Impact of Years of Services in current Organization on Organization Leadership Behaviour:** To analyse the opinion of respondents on the influence or impact of Years of Service in the current Organization on OLB, box plot has been used. As per results, it can be inferred that most of the employees who have spent 0 to 5 years, and also those who spent more than 15 years, their responses are in between Agree to Strongly Agree, whereas employees who have spent 6 to 10 years and 11 to 15 years, their responses are in between Neutral to Agree (Figure 4). As per 95% significance level, below listed results in Table 5, are not significant ($p\text{-value} \geq 0.05$,

0.233). Hence it can be concluded that there is no Influence of Years of Services in the current Organization on organization leadership behaviour.

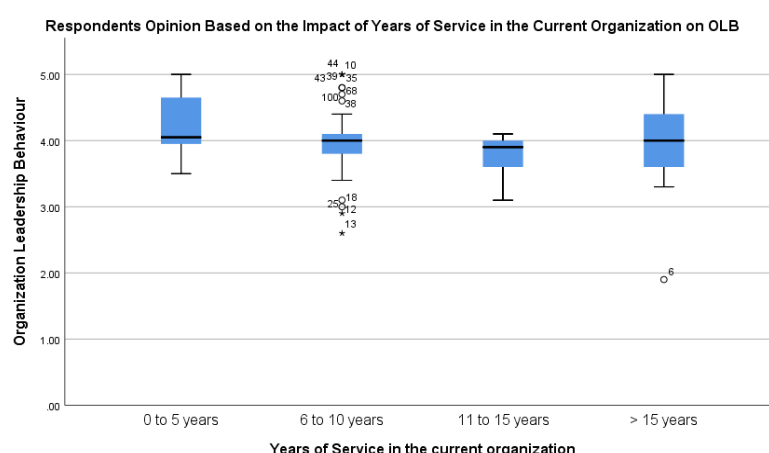


Figure 4: Respondents Opinion Based on the Impact of Years of Service in current Organization on OLB

Table 5: ANOVA on finding the Impact of Years of Service in current Organization on OLB

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.165	3	.388	1.448	.233
Within Groups	28.426	106	.268		
Total	29.591	109			

Source: Primary Data

○ **Impact of Qualification on Organization Leadership Behaviour:** To analyse the opinion of respondents on the influence or impact of qualification on OLB, box plot has been used. As per results, it can be inferred that responses of most of the diploma holders are towards Agree, responses of bachelor degree respondents are in between Neutral to Agree, responses of Master degree respondents are in between Neutral to Strongly Agree, and responses of Ph.D. respondents are in Agree category (Figure 5). As per 95% significance level, below listed results in Table 6 are not significant ($p\text{-value} \geq 0.05$, 0.661). Hence it can be concluded that there is no Influence of qualification on organization leadership behaviour.

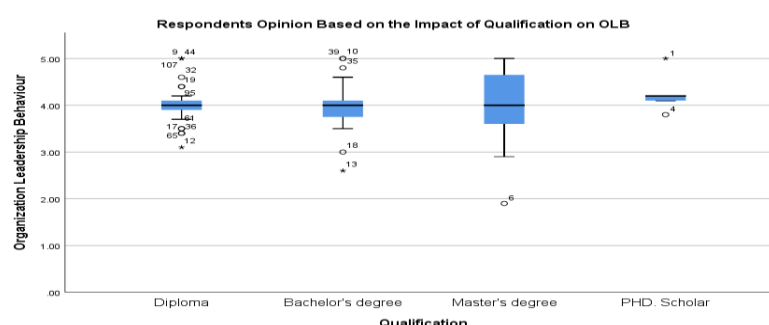


Figure 5: Respondents Opinion Based on the Impact of Qualification on OLB

Table 6: ANOVA on finding the Impact of Qualification on OLB

	Sum of Squares	df	Mean Square	F	Sig.
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Between Groups	.439	3	.146	.532	.661
Within Groups	29.152	106	.275		
Total	29.591	109			

Source: Primary Data

VI. RESULTS

Quantitative study has been done on socio demographic factors of the team influencing OLB in ICT Industry. 110 data points have been collected for the study. For data collection, a part of demographic factors from the journal “*Study of the effectiveness of behavioural process interventions in an organisation*” has been taken. The study has been done on Likert Scale where the value 1 is taken as Strongly Disagree and 5 as Strongly Agree. Socio demographic factors such as age, gender, qualification, marital status, year of experience have been considered. One-way ANOVA has been used to check the significance of these factors on OLB at 95% confidence level. Descriptive statistics have been used to understand the data in detail. As per the descriptive statistics significant number of respondents (36.4%) fall in the age group of 31 to 40 years. Out of the total respondents, 52.7% are male. 39.1% of the respondents are married. Significant number of respondents (61%) are working in the same organization and are having experience between 6 to 10 years. Post analyzing the descriptive statistics of the data, reliability has been checked and found significant.

Influence of socio demographic factors of the team on OLB has been checked at 95% confidence level and found that gender is a socio demographic factor that has significant impact on the organization leadership behaviour. As Information and Communication Technology has become a necessity for every organization, it is imperative for the leaders to get familiar with innovative ICT tools and make decisions according to the data available to them. (B.J. Avolio, J.J. Sosik, S.S. Kahai & B. Baker, 2014), have also confirmed that leadership in the advanced world gets impacted by gender.

VII. CONCLUSION

Data has been analysed, using one-way ANOVA, on 110 responses received from people working in ICT industry regarding the behaviour of their leaders. A strong positive correlation has been found between gender of the team member and the leadership behaviour. As per the author (Menaha Shanmugam, R.D.G. Amaratunga, R.P. Haigh, 2007) gender does distinguish leadership style or behaviour, in context of socialization. Gender of the team member plays a critical role in determining the behaviour of a leader. According to (Kodama, 2007), supervisors at any level can cultivate advancement, if they surpass the formal organization, to make genuine or virtual systems within or outside communities of practice. Leaders are the key players in ensuring positive outcome from the investments in Information and Communication Technology (Harvard Business Review Analytic Services, 2017). In the study, on question “*My manager encourages employees for their growth and learning new skills*”, 80% respondents have rated agreement on above statement. In continuously evolving ICT industry, encouraging and enabling the employees to learn new skills is vital for success of the organizations.

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