

**TRANSFORMATIONAL LEADERSHIP, GENDER AND PERFORMANCE: EVIDENCE FROM A  
DEVELOPING ECONOMY**

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**ABSTRACT**

This study examines the relationship between senior managers' (SMs) transformational leadership style and department managers' (manager's) performance taking into account the impact of managers' gender on the relationship. A self-administered questionnaire was used to collect the data. Completed and usable questionnaires were received from 103 managers in charge of departments (accounting and finance, human resource management, sales and marketing, and customer services). The transformational leadership style (TLS) and performance were measured using instruments adapted from previous studies. The results revealed that superior's TLS was positively associated with the performance of subordinate managers in charge of the above mentioned departments. The results also revealed that the managers' gender did not impact the relationship between the TLS and performance. Implications of the results are discussed later in the paper.

Keywords: *leadership, relationship, senior managers, TLS*