

AMERICAN UNIVERSITY OF BEIRUT

THE ROLES OF TRUST AND TRANSFORMATIONAL
LEADERSHIP IN THE SELECTION INTO LEADERSHIP
POSITIONS AND PERCEIVED EFFECTIVENESS OF
WOMEN BUSINESS LEADERS IN LEBANON

by
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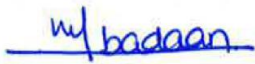
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ABSTRACT OF THE THESIS OF

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Title: The Roles of Trust and Transformational Leadership in the Selection into Leadership Positions and Perceived Effectiveness of Women Business Leaders in Lebanon.

Several barriers exist that hinder women's selection into leadership positions and their perception as effective leaders in the business world. The current study explored these barriers and proposed the role of lack of trust in women as a possible barrier, and how it interplays with the existing barriers, in particular, stereotype-consistent gender roles that are salient in Lebanon, where this study was conducted. The study also tested for the role of transformational leadership on the selection and perceived effectiveness of women in leadership positions. Participants evaluated four prospective leaders' résumés and completed a short version of the Multifactor Leadership Questionnaire and McAllister's trust measure. Then, they indicated the likelihood of selecting each candidate into the created leadership position and evaluated how effective they perceived each candidate to be as a potential leader. Mixed ANOVAs, t-tests, and mediational analyses were conducted to analyze the data.

Results showed higher trust in women potential candidates but a stronger correlation between trust in men candidates and selection into leadership positions and perceived effectiveness of leaders. In addition, we found positive correlations between transformational leadership and selection as well as perceived effectiveness. Additionally, women candidates were more likely to be selected into leadership positions, and married candidates were more likely to be selected and perceived as more effective. However, there was no interaction effect between gender of the participant, gender of the candidates, and the two dependent variables. Lastly, cognition-based mediated the relationship between each of intellectual stimulation, idealized influence, and inspirational motivation and the two outcome variables, and combined, affect-based trust and cognition-based trust mediated the relationship between each of idealized influence and inspirational motivation on selection and perceived effectiveness. We then discussed the implications of these results, limitations, and future directions of the research.

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CHAPTER I

MAJOR DISCREPANCIES BETWEEN WOMEN AND MEN IN LEADERSHIP POSITIONS: AN OVERVIEW

It is not novel news that a discrepancy exists between men and women in the workplace. Men occupy the larger number of positions in organizations, while women tend to be underrepresented in the business world (Sidani et al., 2015). This discrepancy is even more evident in executive and leadership positions, where a stark imbalance between the proportion of male and female leaders can be found not only in specific regions, but across the world. On average, globally, women hold 29 percent of executive level leadership jobs, while white, middle-aged men are disproportionately privileged compared to the rest, with them occupying 71 percent of leadership positions (Coleman, 2019).

The discrepancy between men and women leaders exists in both the Global North and the Global South. In Germany, for example, only five percent of executive board members in the 200 biggest German companies were women, and only two percent were CEOs (Hoffmann & Musch, 2018). As for the UK, in as recently as 2018, women held 29 percent of the boards of the Financial Times Stock Exchange (FTSE) 100 companies, and 24 percent of FTSE 250 company boards (Coleman, 2019). Moreover, the representation of women in leadership positions is even more scarce in the Arab Middle East. For example, only 1.8 percent of corporate boards in Oman are comprised of women, and as low as 0.1 percent in Saudi Arabia (Sidani et al., 2015). In Lebanon, where this research study is conducted, less than 5 percent of top management positions are occupied by women (Tlaiss & Kauser, 2010), all of which indicates a clear deficit in women-driven business leadership. Therefore, the aim of this current study is

to explore whether one of the factors that lead to this discrepancy and lack of representation of women in leadership positions, in the Arab Middle East, and in particular, Lebanon, in the form of lack of their selection into leadership positions and low perceived effectiveness, is a lack of trust in women leaders. It also examines whether the possession of transformational leadership qualities would aid in alleviating part of this barrier, and investigates the possible mediating effect of trust on transformational leadership subdimensions and selection into leadership positions, as well as perceived effectiveness of leaders.

Trust in the organizational setting has been linked to positive organizational outcomes, and trusting the leadership of the organization is crucial to attain organizational milestones (Hungerford, 2020). In the case of women, while they tend to be perceived as more trustworthy in general situations as compared to men (Johnson et al., 2018), as this trust has been correlated with women's societal roles and associated qualities such as being supportive and responsive. When women leaders exhibit these qualities, trust in them as leaders increases (Post et al., 2019), this trust has not translated to their selection into leadership positions or their perceived effectiveness as leaders. Therefore, it would be interesting to delve deep into trust, and explore whether there exists a lack of trust in women in the organizational setting that creates a barrier and hinders them from reaching and maintaining higher-level positions. In addition, since transformational leadership has garnered a wealth of attention in the corporate world and has been tied to several positive organizational outcomes, and since women have been viewed to be more transformational in their leadership style than men have, which would positively affect employees' view of them as leaders (Brandt & Laiho, 2013), it would be interesting to explore if this leadership style would also be correlated

with selection into leadership positions and perceived effectiveness of leaders, and would alleviate some of the problems women in leadership face. Moreover, as aspects of trust correlate with aspects of transformational leadership, this study also aims at understanding the interplay between these two variables and the effects they would consequently have on selection into leadership positions and perceived effectiveness of leaders, all of which would add to the trust, transformational leadership, and organizational reality of the Arab Middle East, in particular Lebanon, to add to our understanding of what factors aid and what others hinder women in business leadership, and are leading to this deficit in women in leadership positions.

Several other factors that contribute to this deficit in women leadership have been previously studied, the understanding of which is pivotal to clarify why the deficit exists and to reduce the resulting discrepancy. In the upcoming sections, we outline the culprits that explain this discrepancy, focusing on the ones prevalent in the Middle East. These include salient gender roles, gender stereotypes that accompany them and that add to the hindrance of women to reach high-status jobs, the impact of family responsibilities that falls on women, and the masculine work culture. The reasons that this discrepancy between men and women in leadership positions exists are specified below.

A. Lack of Selection and Low Perceived Effectiveness of Women as Leaders

First, there is a lack of selection of women into leadership positions, despite their qualifications. While women hold degrees equivalent to men's, and have similar work experience, they are less likely to be selected into higher-status jobs than their men counterparts (Coleman, 2019). Furthermore, the potential for women to take on

leadership jobs is evaluated less favorably when compared to men's. In addition, in the instances where women *are* selected into leadership jobs, they are more likely to be selected into precarious positions (Haslam & Ryan, 2008; Ryan & Haslam, 2005). This means that they are hired into positions where failing is inevitable, such as hiring a female leader in times of crisis, where the organization is already flailing. This phenomenon is known as the "glass cliff" (Ryan & Haslam, 2007).

This glass cliff concept highlights another factor that causes a deficit in women in leadership positions: the low perceived effectiveness of female leaders (Paustian-Underdahl et al., 2014). When women's leadership positions are associated with higher risk of failure, and such failure ends up occurring, women are then singled out for criticism and blame (Ryan & Haslam, 2007). Women are thus viewed as less effective leaders, and, generally, their behaviors as leaders are evaluated less favorably than men's (Ryan & Haslam, 2007). Moreover, these negative evaluations might be caused by stereotypically feminine characteristics expected to be portrayed by women, such as sensitivity and passivity, which are negatively correlated with core requirements of leadership positions, such as assertiveness and agency. For instance, Kark et al. (2012) demonstrated that female managers were more negatively evaluated when displaying feminine characteristics in their jobs, while men were rated higher when displaying masculine characteristics, in particular by fellow men employees.

This low perceived effectiveness of women leaders and the lack of selection of women into leadership positions create a threat to the already scarce number of women in leadership positions. Therefore, it is crucial to discover the underlying factors that lead to this dearth in the selection and low perceived effectiveness for several reasons. First, it will increase our understanding of why this scarcity in women leaders exists,

and the maintaining factors that lead to that scarcity. In turn, this will help us find ways to reduce the discrepancy between men and women in the workplace and expand our knowledge of the factors that affect the business world and create barriers for women, specifically in the Arab Middle East, where the discrepancy is higher. We will begin by stating the existing barriers to women in business leadership and focusing on ones that are salient in the Arab Middle East, and in particular Lebanon, where the current study was conducted.

CHAPTER II

BARRIERS TO WOMEN IN BUSINESS LEADERSHIP IN THE MIDDLE EAST

A. Gender Roles and Gender Stereotypes

One important barrier that hinders women's selection into and maintenance of leadership positions is the salience of gender roles. Evolutionary psychologists posit that gender roles have been assigned to men and women based on different genetically heritable traits (Sidani et al., 2015), where men's physical attributes and women's childbearing and rearing abilities have been highlighted. As such, men have historically been the primary breadwinners, and women the nurturers, taking on more domestic roles, such as cooking and childrearing. Moreover, social role theory suggests that gender-appropriate behaviors are learned and reinforced through society and its structures, in particular the patriarchal system, that gives men power over women in the public domain and restricts their agency to the private sphere (Lekchiri et al., 2019). This happens because gender roles are more salient and adopted, and those that are ascribed to men include independence, assertiveness, and competence, while ones ascribed to women include being friendly, sensitive, and emotionally expressive (Eagly & Karau, 1991). Individuals tend to internalize these roles and behave in ways that conform to what is expected of them as assigned to them by these gender roles (Eagly & Wood, 1991).

These gender roles are passed down from one generation to the other, and up until the present day, are salient in several parts of the world, in particular collectivistic societies, as opposed to individualistic ones that embrace egalitarian views on gender

(Sidani et al., 2015). In the Arab world, which is more collectivistic in nature, the patriarchal system and gender roles are stricter, and gender norms give men control over women's activities in the public domain, and restrict women's authority to the private, domestic sphere, through the manifestation of two patriarchal structures: public, and private (Karam & Afiouni, 2017). The public structure of the patriarchy is highlighted by giving women less opportunities to be involved in the labor force (Tlaiss & Kauser, 2010). In the instances where they do participate in the workforce, they are paid less relative to their men counterparts, have less decision-making ability, and are at lower positions (Omair, 2008). As for the private structure, it is exhibited by making women's primary responsibility the service of the male-dominated family. As such, women would be tasked with taking care of the home by cooking and cleaning, childbearing and rearing, providing emotional support to the dominant man (Karam & Afiouni, 2017), falling in line with gender roles assigned to them.

Moreover, since these gender roles are integrated and adopted since childhood, the differentiation between men and women starts from when they are still boys and girls. For instance, boys are encouraged to achieve scholastically, while girls are prepared to manage their homes. In addition, the patriarchal structures interfere with business decisions, where nepotistic practices such as favoring sons to take over the family business run rampant. This can be evident in Lebanon, where most businesses are run by men who groom their sons to take over, leaving their daughters behind and effectively pushing women out of the labor force altogether (Omair, 2008). In addition, because gender roles tend to become ingrained in individuals' minds from a very early age, men and women start to internalize expected attitudes and behaviors that align with the learned gender schemas. This influences their own beliefs about their abilities and

adequacies, and could result in women themselves not going after high-status jobs, as they find them to be incompatible with what they think they are capable of, or what is expected of them (Afiouni & Karam, 2017).

Another factor that pushes women out of the labor force, and that stems from the predominance of gender roles, is the gender stereotyping that comes with it. Gender stereotypes refer to generalized views or preconceptions about attributes, characteristics, or roles that are supposed to be performed by men and women (Hoffmann & Musch, 2018). These gender stereotypes create an extra barrier for women in the workplace and in particular in leadership positions, where the “think manager – think male” perspective is still widely embraced (Ryan & Haslam, 2007). Because characteristics generally attributed to men, such as being aggressive, competitive, and self-reliant, are synchronous with typical perceptions of effective leaders, men are perceived as better, more effective leaders than their female counterparts. This is shown in several studies globally such as Schein’s (1973) and more recently Hoffmann and Musch (2018) where both men and women viewed men as more effective leaders.

Gender stereotypes are even more prominent in the Arab world, where numerous studies have shown that Arab women face covert and overt discrimination in the workplace as a result of these stereotypes, manifesting in the lack of their selection into leadership positions and being viewed as less effective than their men counterparts (Tlaiss & Kauser, 2010). For instance, a study by Lekchiri et al., (2019) showed that 78% of Moroccan participants who were women in management positions perceived the discriminatory behaviors in the workplace, from verbal derogations to action against them (lack of selection), to be the result of traditional gender stereotypes adopted by the Moroccan society. These discriminatory behaviors and sentiments were echoed in

studies that explored the experiences of Bahraini, Emirati, and Omani women in management positions (Omair, 2008). Furthermore, when Jamali et al. (2005) studied the barriers that women managers in Lebanon faced, they found that the strongest barrier to career advancement was cultural expectations and patriarchal attitudes that tie women's expected roles to the home as mothers, rather than the business, as corporate leaders. Moreover, stereotypes create a double bind of femininity/competence for women leaders, where women who embrace gender stereotypes and lead with nurturance and care are considered unqualified, while those who lead more assertively are viewed as unfeminine (Coleman, 2019; Tlaiss & Kauser, 2010).

These gender roles, their respective stereotypes, and the double bind situations that women leaders find themselves in, therefore, create misalignments for women in the workplace (Afiouni & Karam, 2014) on both the normative and regulative pillars (Afiouni & Karam, 2017). The normative pillar refers to how norms influence individual and organizational behavior, where the norm here refers to adopted and embraced gender roles. As for the regulative pillar, it refers to certain individuals' capacity, because of their authority, to constrain the behaviors of others in an institutional field. On the normative pillar, the misalignment comes from the different rewards and sanctions men and women are subjected to. Rewards and sanctions are based on compliance with or deviation from gender roles and norms. Men are sanctioned for not being able to financially provide, and women for not prioritizing the family and children (Afiouni & Karam, 2014). Therefore, if women were to choose a business over a baby and husband, (or try to balance having both), internal and external tensions will arise. Internally, some women will decide to forego their professional career altogether if it interferes with being a good wife or mother and will view their

career as “not worth it” because it could create a negative impact on the family (Karam & Afiouni, 2017; Afiouni et al., 2020). As for externally, conflicts with male family members could arise as a result of present patriarchal patterns and unequal gendered power dynamics, which leads to a growing lack of wanting to invest in their careers (Afiouni et al., 2020).

On the regulatory pillar, the misalignments can be displayed in formal and informal constraints on women to be in certain positions (Sidani et al., 2015). Importantly, a study by Kelly and Breslin (2010) that explored women’s rights in the Arab region showed several legal complexities that hinder women from participating in political, economic, and civil life, going back to strict societal norms and traditional gender roles. These legal restrictions may not be explicit, as many Arab countries have certain laws that ensure equality between men and women, however, the problem is the lack of implementation, and the inequality tends to be implicit and can come in the form of unfair maternity leave or gender discrimination or harassment in the workplace (Afiouni & Karam, 2017). In addition, while no explicit rule bans women from having certain jobs, some laws in themselves can hinder women from attaining some positions. For example, the Lebanese Labor Law chapter 2 article 26 states that work and opportunities should be equivalent among men and women, it contradicts itself (in the very next article) by prohibiting women from performing certain jobs (Lebanese Labor Law, 1946). These misalignments act as a barrier for women in the workplace, and hamper women from being able to hold and maintain leadership jobs.

B. The Impact of Family Responsibilities

Another barrier that is related to the gender norm of women prioritizing family is the impact of family responsibilities on women's ability to work and lead. In a study by Coleman (2019), the cultural assumption that the responsibility for the family and having children lies on the female partner was the biggest barrier to women becoming leaders. All 60 women who were interviewed agreed that having children was one of the toughest decisions they had to make. Most had made the decision of not having kids, and those who did, had them when they were in higher-status jobs already and had the financial ability to hire helpers to support childcare, and the professional ability to get someone to replace them during their maternity leave (Coleman, 2019).

Having children and family responsibility falling on women are even more pronounced in the Arab Middle East, where family centrality is expected of women as per traditional gender roles, and its impact is shown in women preferring to pursue certain career fields such as education, as the work-life balance is more flexible (Afiouni, 2014), or healthcare, that is deemed socially acceptable (Tlaiss & Kauser, 2019) as long as career choices and paths do not precede their roles as mothers and wives. Even in countries where having helpers at home is widespread, such as in Kuwait, or having familial help with children, women still handle a disproportionately larger share of childcare and housework compared to men (Omair, 2008). The impact of these responsibilities have been linked to feelings of exhaustion and work-life conflicts (Omair, 2008; Trzebiatowski & Triana, 2020) which lead women to either not pursue higher-level jobs that tend to be more demanding in nature, or drop out of the workforce altogether. This workforce and the culture that tends to be widespread in it creates yet another barrier for women and tends to leave them out of leadership positions.

C. The Masculine Work Culture and Structure

Women tend to be left out because of the masculine work culture that continues to be entrenched in the business world. This masculine work culture includes formal and informal networking between men and makes women feel excluded (Nemoto, 2013). This could include cigar breaks in someone's office or after-hour golf-playing, where casual conversations about promotions end up becoming the new reality. This is especially prevalent in certain fields that are stereotypically considered as male-oriented, such as engineering and information technology, where men do not view women as being fit for the job (Cheryan & Markus, 2020). Furthermore, the masculine work culture bolsters the gender pay gap, where women are more reluctant and made to feel uncomfortable while negotiating remuneration, allows for discrimination, where, for example, junior males do not brief their female seniors prior to a company meeting (Coleman, 2019).

In the Arab world, including Lebanon, where this study is conducted, the work culture is even more men-dominated than it is in other parts of the world, as a result of being a patriarchal, masculine country, promoting traditional divisions of work and promoting strict traditional gender roles (Tlaiss & Kauser, 2019). As a result, women in the workplace face the harsh consequences of this patriarchal structure. These include the organizational culture where women are not involved in formal and informal networking which creates a barrier to career advancement, the lack of mentorship opportunities for women which are crucial for improvement. The reason behind this is still ambiguous, and it is speculated that it goes back to potential discomfort from cross-gender mentoring; however, more studies need to be conducted to support this

hypothesis (Tlaiss & Kauser, 2010). Moreover, another barrier that Arab women face as a result of this masculine organizational structure is tokenism, which refers to giving few women high-status positions, and treating them as symbols, or tokens, representing all women (Omair, 2008). This has a negative psychological impact and takes a negative toll on women managers (Tlaiss & Kauser, 2010). All these factors are well-studied barriers that hinder women's ability to be selected into leadership positions and perceived as effective leaders. However, one factor has not yet been explored in the literature but could actually be another barrier for women to reach and maintain high-status positions. The following sections will delve into this factor and explain why it could play a role in the discrepancy between men and women in leadership positions.

CHAPTER III

THE POSSIBLE ROLE OF LACK OF TRUST AS A BARRIER TO WOMEN

A. Definition of Trust

One factor that has not been studied extensively and that could be a potential barrier to women in leadership positions, is trust. In particular, the lack of trust in women could hinder their selection into leadership positions and perceptions of them as effective leaders (Lekchiri et al., 2019). While there are several definitions of trust, all include the notion that trust is a psychological state where an individual has positive expectations of the intentions or behaviors of another (Cui et al., 2018; Haselhuhn et al., 2014). That is, when one, the trustor, expects another, the trustee, to behave with benevolence, trust between the two parties is said to be present (Spector & Jones, 2004). In addition, trust, according to Costa and Cristina (2003), involves the manifestation of behaviors towards these other individuals. Deciding to trust others, therefore, entails cooperating with them, openly communicating with them, accepting their possible influence, and refraining from constant monitoring or controlling of their actions (Costa & Cristina, 2003).

The decision to trust others, then, and the consequences it might entail to both trustor and trustee, brings up key questions about this phenomenon, such as whether all individuals have an equal propensity to trust others, who these others are, and whether this trust is directed to all individuals, or limited to certain people. These questions highlight the importance to distinguish among three forms of trust (Cui et al., 2018).

B. Dispositional, Generalized, and Dyadic Trust

The first form is dispositional trust. This refers to a personality-based inclination to trust others (Cui et al., 2018), also referred to as trusting stance (Spector & Jones, 2004). Individuals with a high trusting stance tend to consistently view others as well-meaning and reliable across different situations, while those with a lower trusting stance do not. For example, a study by Spector and Jones (2004) showed that in organizations, those with a higher trusting stance tended to rate new coworkers as more trustworthy than those with a lower trusting stance, irrespective of the raters' gender. This trusting stance, or dispositional trust, represents an innate psychological resource that develops based on childhood and adolescent experiences. Once it is imprinted, it tends to be stable and consistent across different situations and across time (Caspi, 2000). Because of this consistency, dispositional trust might be a part of the baseline of the second form of trust: impersonal trust. Impersonal trust refers to how one relates to people at large, rather than to a specific individual (Cui et al., 2018). This is a generalized form of trust that encompasses how one views members of society and goes beyond being an innate character trait (Van Lange, 2015). Rather, it stems from experiences and interactions with other individuals in the community. Once these interactions occur, people learn to help each other, and develop feelings of joy and emotional connectedness between each other, leading to this form of trust between them (Cui et al., 2018). Impersonal or generalized trust is present then, between individuals and their community as well as networks and organizations, where individuals trust that organizations will function and meet society's and the community's needs (Ellwardt et al., 2012).

However, trust is not only fostered in society as a whole. Rather, it needs to exist between any two specific parties, from individuals in personal relationships, to managers and their employees in business settings. This third form of trust that is based on the knowledge of, and directed towards, specific others is called dyadic trust (Yakovleva et al., 2010). This form of trust is developed upon repeated interactions with those specific individuals, and the dyadic trust model, developed by Mayer (1995), tends to both: the trustor and the trustee. According to this model, trust is a function of the trustee's perceived trustworthiness, and the trustor's propensity to trust (trusting stance) (Yakovleva et al., 2010). Therefore, dyadic trust is related to how high a trustor's trusting stance is, as well as how trustworthy they view the individual they are interacting with to be.

Dyadic, or interpersonal trustworthiness is comprised of three different dimensions. (1) competence, which refers to one's ability to perform a certain job; (2) integrity, which reflects that the trustee is being honest with the trustor; and (3) benevolence, which refers to the trustee's intentions towards the trustor, and having the trustor's best interest at heart (Haselhuhn et al., 2014). For example, in an organizational setting, employees should trust that their managers are able to perform their jobs competently and lead them to achieve the organization's goals, that these managers are fair and just with their employees and that managers have their best interests at heart while conducting organizational operations (Hungerford, 2020). The trustworthiness of and the trust in specific others, or dyadic trust, is therefore multidimensional.

The multidimensionality of dyadic trust indicates how trust has both cognitive and affective foundations, along which the three dimensions can be observed. The

cognitive foundation of trust lies in the decision to trust others based on the knowledge of specific information about them (McAllister, 1995). The target's competence, which is one of the dimensions of trust, their reliability, and dependability in certain situations are key elements for making the choice of whether to trust them or not. Without these elements, interpersonal trust cannot be developed (McAllister, 1995). As for the affective foundation of trust, it is based on the emotional bonds between individuals, their care and concern for each other's wellbeing (McAllister, 1995). Here, elements of the other two dimensions of trust, integrity and benevolence, are present.

C. Cognition- and Affect- Based Trust

The two foundations of trust can therefore call for a distinction between two types of trust (Lewicki et al., 1998): cognition-based trust, and affect-based trust (McAllister, 1995). These two types of trust can be found in particular in organizational settings, in which the dyadic trust model was based. Cognition-based trust depends on how previous interactions between managers and employees have gone. Because working relationships typically extend over time, managers and employees are able to assess how trustworthy their peers, supervisors, and subordinates are in terms of how competent they have been at performing their jobs (McAllister, 1995). Moreover, it is based on the trust target's reliability and integrity, and reflects a confidence based on rational judgments of these particular character traits (Zhu & Akhtar, 2014).

The second type of trust, affect-based trust, is based on socio-emotional ties that develop between two parties (Colquitt et al., 2012). Rather than depending on rational judgments and decisions, affect-based trust develops when there is genuine care and concern for the individuals involved, and is based on personal knowledge of these

individuals (McAllister, 1995). It is more personal than cognition-based trust. Affect-based trust is developed, then, after the presence of some level cognition-based trust, as the latter lays the foundation for the former (Zhu et al., 2013). If character traits such as reliability and competence are not met, individuals would not spend the time and effort on getting to know prospective trustees and would not develop a socio-emotional connectedness with them (McAllister, 1995). For instance, a manager needs to initially see that the employee is competent and is reliable while performing their job, and then, as time passes, forms a closer relationship with them and starts to care for their well-being. This shows how, while distinct, the two types of trust are interconnected, and both are important in successful business relationships. The importance of the two types of trust is highlighted in the organization in general as well as in leaders in particular.

D. Importance of Trust in Organizational Leadership

One of the reasons trust is important in business is organizational citizenship behavior, defined as prosocial behavior at work (Yakovleva et al., 2010). It is behavior that is not directly related to the task at hand, but to helping peers achieve their own organizational goals when needed (Zhu et al., 2013). This not only increases employee morale, but also has a positive influence on organizational performance as a whole, leading to higher productivity (Yakovleva et al., 2010) and higher revenues, which is the ultimate goal of any business organization from a managerial perspective.

Furthermore, trust between peers, supervisors, and subordinates leads to higher engagement and a more pleasant work environment (Yakovleva et al., 2010). It also reduces operational costs and reduces risk issues between individuals in the organization, because trust involves taking risks with the expectation that the trustee

will react with benevolence and reciprocate the trust (Krot & Lewicka, 2012). It strengthens relationships between peers, subordinates, and supervisors, and leads to a higher-functioning organization as a whole (Krot & Lewicka, 2012).

Trust, therefore, is crucial in relationships among different organizational dyads, and one particular relationship that needs to have trust is the trust of employees in the leadership of the organization (Khan et al., 2020). Leaders need to establish structures that support workplace operations, interpret, and communicate messages relating to these structures, and support employees to achieve organizational milestones (Hungerford, 2020). When employees trust their leaders, they will be more likely to follow their lead, reflect behaviors and attitudes modeled by them, and increase their performance so their organizational goals could be achieved (Hernandez et al, 2014). Trust in leaders, according to Hernandez et al (2014), develops based on three factors: the quality of the relationship between the leader and team members, the way in which the leader reflects the organization's values and sets the scene for a positive work environment, and the leader's capability, which is their ability to lead others (Hungerford, 2020).

E. Trust in Women as Leaders

Trust in leadership is crucial for the achievement of organizational goals, and women leaders have been shown to be more trusted in certain situations. In particular, when an organizational crisis, which refers to an unexpected, time-sensitive, high-impact incident that disrupts organizational functioning, occurs, employees tend to have a higher sense of trust in women leaders (Post et al., 2019). That is because women leaders are more relational in their leadership approach than their men counterparts are.

This means that women think of themselves in relation to others, which is translated into sensitivity towards others, being attuned, and responsive to moments of difficulty, and feel responsible to work through those moments of difficulty (Post et al., 2019). This is convergent with social role theory discussed previously, where women have been typically viewed as more interdependent, and men have been viewed to be more independent. In addition, another aspect of women leadership that has been linked to social role theory is how communal they are perceived to be in their leadership style, while men leaders have been viewed to be more agentic (Joshi & Diekmann, 2021). This means that women leaders are more caring and empathetic, while men are more aggressive, which has led to increased trust in women in difficult times, such as when the COVID-19 pandemic spread (Willis et al., 2021). In addition, because men have historically occupied the larger share of leadership positions, the mere presence of a woman in that position fosters trust in employees that they will be treated with more fairness (Joshi & Diekmann, 2021).

However, this has not led to the higher selection of women into leadership positions, and there still exists a discrepancy between men and women in higher-level positions at corporations. Rather, despite having higher trust in women leaders in certain situations, these situations are restricted to the instances where women's expected behavior in their leadership role are congruent with societal role expectations (Joshi & Diekmann, 2021). This means that women are only more trusted when communal traits such as caring and nurturance towards employees are needed and highlighted, not when agentic traits such as aggressivity or ambition are required. Therefore, trust in women is related to gender roles and stereotypes that they are subjected to. These results highlight the mentioned existing barriers women in general,

and in particular in the Middle East, face in leadership positions. Gender roles undermine perceptions of women's capability to lead, and gender stereotypes restrict the perception of the type of relationships they can have with members of the organization to one where women are viewed as ineffective leaders because of their nurturing, non-assertive role (Tolmie et al., 2019). Moreover, studies have shown that employees have a more negative perception of women as managers (Tolmie et al., 2019). In addition, in the Arab Middle East, a study by Leckchiri et al. (2019) revealed that men had higher trust in fellow men at the organization than they had for women, which implies a lack of trust in women as managers. These findings highlight the possibility of lack of trust as an added barrier to women that hinders them from being selected into leadership positions, and from being perceived as effective leaders. This factor is worth being studied given the importance of trust in organizational relationships, and in particular between employees and the organization's leadership.

The trust that employees need to have in leaders is vital for achieving both individual and organizational goals (Khan et al., 2020). Organizational leaders influence employees' behavior in business and instill certain values in them, as well as lead organizations to financial and social success (Zhu & Akhtar, 2014). Therefore, because of leaders' important impact on both the organization in general and its employees in particular, it would be interesting to identify and distinguish between different leadership styles and recognize the role they play in determining which leaders are selected into their positions and viewed as more effective.

CHAPTER IV

THE ROLE OF TRANSFORMATIONAL LEADERSHIP

A. Types of Leadership Styles

Several types of leadership styles have recently emerged and are being studied in the corporate world. These include servant leadership, that focuses on “serving” employees’ needs first, authentic leadership, which is characterized by leadership behavior that promotes positive psychological well-being and fosters self-awareness among employees, ethical leadership, a leadership style that is defined by morality, and being a moral person, role model, and manager, and integrative public leadership, which is defined as a style of leadership designed to bring diverse groups and organizations together to achieve the common good (Anderson & Sun, 2017). However, despite the emergence of several new leadership styles, they remain more theoretical, and two dominant ones persist, have been central in numerous studies, and the effects of which have been shown in organizations. These two leadership styles are transactional leadership and transformational leadership, and this study will focus on the latter, as it has been the one that has been studied extensively and has linked to the most positive organizational outcomes, and because women have been viewed to be more transformational in their leadership style.

The first leadership style is transactional leadership. This style of leadership is defined based on the influence process that underlies it (Kark et al., 2003); this means that transactional leadership consists of a contingent reward system where employees know what is expected of them as well as what will be the reward for their efforts and achievements (Willis et al., 2017). Transactional leadership focuses on supervision,

organization, and performance, and while constant monitoring might not have the most positive effects on employees in most situations, as they will feel constricted, restricted, and perceived as being untrustworthy (Costa & Cristina, 2003), studies such as that of Willis et al. (2017) have shown it is preferred and expected in contexts where the safety of workers is critical, or where there is a high chance of an accident. This could be seen in physical labor jobs such as mining and construction that pose unconventional challenges for leaders.

Furthermore, in the original framework proposed by Bass in 1985, transactional leadership comprised of a Management-By-Exception-Active perspective, and a Management-By-Exception-Passive perspective (Bass, 1985). The former refers to when leaders consistently monitor for problems as they arise and proactively correct them (Avolio et al., 1999). As for the latter, it consists of not taking action until problems arise, and waiting for issues to spur up before intervening (Willis et al., 2017). While the active perspective was found to be consistent with concepts that make up transactional leadership, such as supervision and organization, and was viewed as being needed and preferred in certain contexts, in particular when prevention (of disasters) was a prominent goal, studies have repeatedly shown that the passive perspective of management did not reflect the transactional leadership style (Willis et al., 2017).

The second leadership style, and the one that studies are replete with, is transformational leadership. Transformational leadership has accumulated a wealth of research and has garnered a lot of attention (Khan et al., 2020). The central construct that this leadership style revolves around is that of a future vision (Bush, 2018). Transformational leaders do not settle for the current working states but aspire and work for a more appealing future, even if the present is working well enough (Eagly et al.,

2003; Eisenbeiss et al., 2008). They challenge the future vision and establish themselves as role models for innovation, by displaying creative and unconventional behaviors in order to achieve organizational goals (Eisenbeiss et al., 2008). Furthermore, they inspire employees to transcend their self-interest and perceptions of their own limitations (Schaubroeck et al., 2007). They gain employees' trust and confidence, and mentor, encourage, and empower them to develop and reach their full potential (Eagly et al., 2003). This improves collective performance and enables organizations to reach and transcend their goals.

The effect transformational leadership has on individual employees and the collective organization is portrayed in numerous empirical studies that have linked this leadership style to several positive outcomes in organizations. Transformational leadership is associated with superior team performance, mediated by team potency (Schaubroeck et al., 2007), to increased employee creativity, a relationship mediated by employee creative-self efficacy (Mittal & Dhar, 2015), and to increased motivation among employees (Zareen et al., 2015). Moreover, a study by Arnold et al. (2007) showed that transformational leadership of supervisors had a positive influence on the psychological well-being of employees, a correlation explained by the perception of work as meaningful. In addition, this leadership style is linked to increased employee empowerment, as well as employee dependency on the transformational leader (Kark et al., 2003).

B. Subdimensions of Transformational Leadership

The associations between transformational leadership and several positive personal performance outcomes call for a deeper exploration of the transformational

leadership style and how these relationships occur. Transformational leadership is generally composed of four sub-dimensions, each of which influences employees' actions in different ways (Khan, et al., 2020). Therefore, each dimension should be explored in order to increase the understanding of how exactly transformational leadership influences employee and organization outcomes. According to Avolio et al. (1999), these sub-dimensions are: idealized influence or charisma, inspirational motivation, intellectual stimulation, and individualized consideration.

The first sub-dimension, idealized influence, refers to a leader that influences employees by acting as a role model and setting a personal example, having core beliefs and values, and abiding by them, and demonstrating high ethical standards (Kark et al., 2003). Leader behaviors include sacrificing for the benefit of the group, in order to help employees to follow in their footsteps and transcend their own personal gains to reach collective organizational goals (Khan et al., 2020). The second sub-dimension, inspirational motivation, includes setting a vision for the future, working with employees and encouraging them to achieve more than they can if they worked individually, and doing so by enhancing team spirits and focusing on group efforts (Khan et al., 2020). Transformational leaders achieve these outcomes by communicating a high level of confidence in the team's ability to achieve ambitious collective goals and increasing motivation (Avolio et al., 1999).

The third sub-dimension of transformational leadership, intellectual stimulation, is characterized by encouraging creativity, problem-solving, decision-making capability and support for participation (Khan et al., 2020). It includes a thinking and rethinking perspective, where employees are encouraged to question traditional ways of solving problems and think outside the box to come up with creative and innovative solutions to

issues, and to adopt an explorative thinking style (Eisenbeiss et al., 2008). Finally, the last sub-dimension, individualized consideration, refers to spending time with employees to coach and mentor them, treating each employee as their own person, and demonstrating appreciation for their achievements (Arnold et al., 2007). Individualized consideration involves showing concern for employee needs and providing them with support and the resources they need to execute their work and increase their confidence in their capabilities (Schaubroeck et al., 2007). The attitudes and behaviors that transformational leadership subdimensions include make it clear, then, that this type of leadership influences different employee and organizational outcomes in a multitude of ways. That is why it is important to explore how it might also be associated with women leaders and their perceived effectiveness.

C. Transformational Leadership in Women Leaders

Women have been viewed to be more transformational in their leadership style than men, as is shown in a meta-analysis by Eagly et al. (2003). High levels of transformational leadership in women are shown in several other studies as well. For example, Stempel et al. (2015) found that transformational leadership is more typically exhibited by women, and in a study by Carless (1998), superiors at a large organization in Australia rated women managers as more transformational in their leadership style, as did women managers themselves while comparing themselves to their men counterparts, although men subordinates did not. The higher levels of transformational leadership in women could be explained by role congruity theory, where aspects of transformational leadership can be seen as more in line with what is expected of women, and more congruent with the female gender role (Eagly & Karau, 2002). In

particular, attitudes and behaviors under the subdimension of individualized consideration, such as caring for employees and showing compassion, have been portrayed more by women leaders rather than men, and women are perceived as more effective when they show these aspects of transformational leadership (Brandt & Laiho, 2013).

This is pivotal a point for women leaders, because when aspects of transformational leadership that women possess have been shown to positively correlate with leaders' higher perceived effectiveness, this could mean that transformational leadership can act as a tool to reduce part of the barriers that women face that hinder their advancement in the workplace. Therefore, the role of transformational leadership in the selection of women candidates and their perceived effectiveness warrants further examination. Furthermore, because the nature of transformational leadership requires a trusting relationship to initially exist between the employees and their leaders, it would be interesting to explore the relationships between trust, transformational leadership, and women's selection into leadership and their perceived effectiveness as leaders.

CHAPTER V

THE CURRENT STUDY

Although a plethora of studies about trust and transformational leadership and both of their importance in organizational relationships exist, there still is a gap in the literature about how they might be associated with and influence each other and, more importantly, how they influence outcomes for prospective women leaders. In this study, therefore, we aim at expanding the literature about women in leadership positions, in particular in Lebanon, where existing barriers impede women from reaching the higher echelons of organizational leadership positions. Increasing the understanding about these barriers would be crucial to eliminate or at least reduce the discrepancy between men and women in leadership positions and dismantle the existing barriers. Moreover, it is important to explore how transformational leadership might interplay with trust to affect the selection and perception of women leaders. Understanding this relationship is vital for the potential adoption and implementation of components of transformational leadership to help alleviate the problem of lack of selection and representation of women in leadership positions. To do so, the study is of a 2x2x2 mixed factorial design that explores the main and interaction effects of the gender of both participant and potential leaders and stereotype-consistent gender roles on the selection of women into leadership position and the perceived effectiveness of these women leaders. It also explores the roles of trust and transformational leadership as mediators for the selection into and perception of effectiveness of women leaders.

Hypotheses:

The salience of gender roles and gender stereotypes in Lebanon, where men are still considered the breadwinners and are expected to achieve and maintain higher-status jobs, and women the main nurturers, and the fact that the majority of businesses in Lebanon are family-driven, led by males and succeeded by men as well (Sidani et al., 2015) might create an internal bias that undermines women's competence and creates a lack of trust in their ability to be leaders, which could be related to their lack of selection and perceptions of effectiveness. In addition, studies have shown that employees view female managers as less effective (Tolmie et al., 2019). Therefore, we hypothesize that in the context of our study:

H1a: There will be lower levels of trust in women candidates to a leadership position as compared to candidates who are men.

H1b: Lower levels of trust in women candidates will be related to lower selection into leadership positions, as compared to the men candidates.

H1c: Lower levels of trust in women candidates will be related to perception of lower effectiveness of the women candidates, as compared to men candidates.

Women and men have both rated women managers as less effective (Tolmie et al., 2019), and in an interview with different women (students and managers), Sidani et al. (2015) found that women also felt like men did not trust other women in handling issues or leading in general, and that women would prioritize the family over the business, unlike men, who would prioritize work. As such, we hypothesize that:

H2a: Men and women participants will display no significant differences in their preferential selection of men over women leaders.

H2b: Men and women participants will display no significant differences in their perception of women candidates as less effective as leaders than men.

H3: There will be a significant interaction effect between stereotype-consistent gender roles and the gender of the prospective leader on the selection into and perceptions of effectiveness. Participants will rate prospective women leaders as less likely to be selected into leadership positions and viewed as less effective leaders, depending on whether stereotype-consistent gender roles (women candidates as mothers) are made salient.

Transformational leadership has been linked to numerous positive organizational outcomes (Schaubroeck et al., 2007), therefore, high transformational leadership scores might be related to higher selection and perceptions of leader effectiveness, irrespective of prospective leaders' gender. This might be a protective factor to women leaders, or a factor that reduces the barriers that impede them from reaching the top. As such, we hypothesize that:

H4a: There is a positive correlation between transformational leadership and selection into leadership positions. As transformational leadership scores increase, so will the selection into leadership positions.

H4b: There is a positive correlation between transformational leadership and perception of women leaders as effective. As transformational leadership scores increase, so will perception of effectiveness as leaders.

Cognition-based trust is related to the competence of the individual evaluated, and to rational judgments based on previous interactions and experiences with them (McAllister, 1995). Intellectual stimulation is a subdimension of transformational leadership that relates to rational thinking, problem solving capabilities, and support for participation (Khan et al., 2020). They are both rational, cognitive-based constructs, which leads to the following hypothesis:

H5a: Cognition-based trust will mediate the relationship between intellectual stimulation and selection and perceptions of effectiveness of both men and women candidates.

Affect-based trust is a construct based on forming emotional ties with the trustee and tends to form after a period of time (McAllister, 1995). As for individualized consideration, it involves spending time with the trustee and providing them with support (Arnold et al., 2007). These two constructs are related to a more intimate relationship between the trustor and trustee, which leads to the following hypothesis:

H5b: Affect-based trust will mediate the relationship between individualized consideration and selection and perceptions of effectiveness of women candidates.

Idealized influence and inspirational motivation are sub-dimensions that have bases in both cognition and affect. Idealized influence involves acting as a role model and setting a personal example, which is related to rational judgments on the one hand because trustors need to make the rational decision of trusting based on the competence of the trustee, but also to an emotional bond on the other hand, because the transformational leader needs to show the will to sacrifice personal gain for the sake of the group (Khan et al., 2020). As for inspirational motivation, it is a sub-dimension that includes setting a vision for the future and enhancing team spirits and focusing on group efforts (Khan et al., 2020). This relates to being competent enough to set a vision but also emotionally entwined enough to encourage and enhance team performance. This rationale leads to the following hypotheses:

H5c: Both cognition-based and affect-based trust will mediate the relationship between idealized influence and selection and perceptions of effectiveness of both men and women candidates.

H5d: Both cognition-based and affect-based trust will mediate the relationship between inspirational motivation and selection and perceptions of effectiveness of both men and women candidates.

CHAPTER VI

METHODOLOGY

A. Design

This study employed 2x2x2 mixed factorial design. The first independent variable was the sex of the participant and had two levels: male and female. This independent variable was a between-subjects variable. The second independent variable was the gender of the applicant on a fictitious résumé developed for this study. This independent variable also had two levels, man and woman, and was a within-subjects variable, since all participants in this study rated all applicants, two of which were men and two of which were women. The third independent variable was stereotype-consistent gender roles, characterized by two levels: mothering and breadwinning. This was another within-subjects variable, since all participants in this study evaluated all applicants. The dependent variables of this study were (1) selection into leadership positions and (2) perceptions of leader effectiveness. Trust and transformational leadership behaviors were treated as sequential mediators for the selection into leadership positions and perceptions of leader effectiveness.

B. Participants

Participants in this study were undergraduate students at the American University of Beirut. The sample size was determined based on a power analysis. The aim of this study, as it is a novel study, was to obtain a small-to-medium effect. Previous studies with similar designs had a range of number of participants: for

instance, Cole et al. (2005) that have similar variables and where participants perform similar tasks (résumé evaluations), recruited only 52 participants, whereas Bosak (2011) recruited 105 participants. We decided to increase the sample size to $N = 150$, in order to ensure enough statistical power to detect our desired effect. A convenience sample constituting of students in introductory and other psychology courses was selected to participate in the study. Participation was completely voluntary, and participants received one extra credit on a psychology course for completing the study. Participants who did not wish to participate completed a different assignment with the same length and level of difficulty, to get an equal opportunity of receiving an extra credit on their course.

C. Experimental Manipulations

Participants in our study engaged in a résumé evaluation and candidate selection task. To that end, we created a fictional leadership position, and constructed résumés and short interviewer's notes about each candidate. The leadership position needed to be at a corporation that was not too stereotypically male-oriented, such as Information Technology, or too stereotypically female-oriented, such as education at the school level, in order not to bias participants' decisions, but still high-status and demanding enough to make it traditionally less accessible to women. Therefore, a fictitious consulting firm was created, along with the vacant position of Director of Operations. This position is a high-level job, and the expected work is rigorous and time-consuming, as is mentioned in the presented case.

As for the applicants, the process of creating them involved the following: First, the gender of the applicant was manipulated. This involved creating résumés for both

prospective men and prospective women leaders. Here, two men, Sami Fadel and Samer Farah, and two women, Lana Daou and Sarah Haddad, were created. Names were carefully selected to eliminate possible cues related to sectarian background of the applicant and to eliminate any biases generated from them.

Second, the ages of the applicants were chosen based on where individuals applying for leadership positions would possibly be in their career stage, and the experience they would need to have. Therefore, the mean age of the four applicants was 37.5 years.

Third, to account for gender roles and the possible influence they may have on participants' decisions, an "interviewer's notes" sheet was created, where marital status was mentioned, and familial roles were included. These consisted of mentioning whether applicants had children and how they spend their time balancing between work and their families. Two applicants, one man, one woman, were matched on that aspect: they were both married and had young children, while the other two had decided to stay single and were not married nor had any children. Marriage and family are important to include because they highlight salient gender roles, in particular mothering. As research has shown, family responsibilities and traditional gender roles such as nurturing and child-rearing are barriers that have impeded women from attaining and maintaining high-status and leadership positions (Coleman, 2019; Sidani et al., 2015), so it was interesting and important to check if decisions about selection into leadership positions and evaluations of leader effectiveness will be affected by this construct.

Moreover, in these interviewer's notes sheets, qualities each applicant possesses were also mentioned. These included being good listeners, how they manage their time, how they treat their peers, subordinates, and supervisors. These qualities pertain to

different leadership styles, which is necessary to include, as the correlation between transformational leadership and the selection and perception of prospective leaders will be evaluated. The candidates matched on marital status were also matched on leadership style qualities they exhibited, where one man and one woman candidate displayed behaviors that fall in line with transformational leadership, and the other man and woman candidate displayed lower levels of these behaviors.

Fourth, professional résumés needed to be created for each of the four applicants. To do this, research about what possible positions candidates for such a job would have had, and the experience they would have had, as well as their educational background was necessary. The candidates that were matched on marital status and leadership styles were also matched in their educational background. Two of them had graduate degrees from abroad, and the other two had graduate degrees from national universities. The distinction between the two was made because there is a popular belief that degrees obtained from abroad are better and make candidates more qualified.

As for previous work experience, jobs that typically precede the Director of Operations position were researched. We made sure that all four candidates had managerial positions and led individuals at their previous companies (also fictitious), even if at a lesser scale. Here, too, the same pairs of candidates were matched on the amount of experience they had. One male, one female had had two high-status managerial jobs, while the other two had had one previous managerial job. A job description followed the position occupied, where the descriptions were typical expected tasks from the specified positions. Furthermore, under the “previous experience” section, a “skills” section was included, that presented different skills each applicant had. These job descriptions, as well as the positions themselves, and the skills,

were carefully chosen to portray the capabilities of each applicant, and to highlight different aspects of trust, which is a potential barrier for women, in particular, cognition-based and affect-based trust, which are possible mediators in the study. The job description and advertisement, résumés, and interviewer's notes about the candidates are presented in Appendix II.

D. Measures

1. Multifactor Leadership questionnaire to Measure Transformational Leadership

The Multifactor Leadership Questionnaire (MLQ) is a psychological inventory originally developed by Bass in 1985 (Bass, 1985). Since then, the MLQ has undergone several revisions, as previous models did not comprehensively explain the full range of leadership behaviors. This full range model of leadership was later developed to broaden the range of leadership behaviors, and consequently, the MLQ is considered the most common and widely used instrument to measure leadership behaviors and leadership styles (Avolio et al., 1999). Additionally, the measure differentiates between effective and ineffective leaders. The latest version of the MLQ, the MLQ 5x form, is comprised of 45 items, 36 of which pertaining to leadership styles (transactional, laissez-faire, and transformational leadership), and nine of which pertaining to leadership outcomes. Each item is a statement that refers to the leader being evaluated, for example, “fails to interfere until problems become serious”, and “talks optimistically about the future”. Each statement is evaluated on a 5-point 0-4 Likert scale, where 0 = not at all, 1 = once in a while, 2 = sometimes, 3 = fairly often, and 4 = frequently, if not always. The Multifactor Leadership Questionnaire is a reliable measure. In a study by Avolio et al. (1999), that re-examined the components of transformational and

transactional leadership using the MLQ, Cronbach's alphas for the scales measuring leadership styles ranged from 0.64 to 0.92, showing moderate to high internal reliability.

For the purposes of this study, the 14 items of the 36 relating to transformational leadership were chosen, and are listed in Appendix II. The reasons behind the selection of these 14 items were (1) time conservation, and (2) the ability to capture transformational leadership accurately but concisely. Other studies, such as Zhu and Akhtar's, (2014) have also used this abridged version of the MLQ 5x, by selecting the items that pertain to their particular research studies.

2. McAllister's Trust Measure to Measure Cognition- and Affect-Based Trust

Cognition-based trust and affect-based trust scales were adapted from McAllister's (1995) study. McAllister (1995) had originally developed a measure that assessed cognition-based and affect-based trust that consists of 11 items, six of which assessed levels of cognition-based trust and five of which assessed levels of affect-based trust (McAllister, 1995). Respondents indicated their agreement with each statement on a scale ranging from 1 – *strongly disagree* to 7 – *strongly agree*. Items measuring affect-based trust include “I can talk freely to this individual about difficulties I am having at work and know that he will want to listen” and “this individual has a sharing relationship with employees. They can all share feelings, ideas, and hopes”. Items measuring cognition-based trust include “this person approaches his/her job with professionalism and dedication” and “given this individual's track record, I see no reason to doubt his competence and preparation for the job”. This measure is a reliable

one, Cronbach's alpha in McAllister's (1995) study for cognition-based trust was 0.91, and 0.89 for affect-based trust.

For the purposes of this study, three items pertaining to cognition-based trust and three items pertaining to affect-based trust were selected, based on how relevant and feasible for respondents to rate individuals based on a short scenario and specific amount of information. Participants rated the six items on a Likert scale of 1-5 where 1 refers to strongly disagree and 5 refers to strongly agree. The items are listed in Appendix II.

3. Question Pertaining to Selection into Leadership Positions

Participants were also asked the following question developed for the purposes of the study: "Please rate how likely it is for you to select this candidate to be the new Director of Operations, where 1 refers to not likely at all and 5 refers to very likely to be the candidate chosen." This question relates to selection of the prospective applicants into the leadership position created.

4. Question Pertaining to Perceived Effectiveness of Leaders

Participants were also asked this question developed for the purposes of the study: "Please rate how effective you think this candidate would be if he were chosen as the new Director of Operations, where 1 refers to not effective at all, and 5 refers to extremely effective". This question relates to perceptions of applicants' effectiveness as prospective leaders.

5. *Demographic Information*

Participants completed a short demographic form that included their gender and their age, since gender of the respondent is one of the independent variables of the study, yet no other identifying information was asked of them to ensure confidentiality.

6. *Manipulation/Attention Checks*

Participants answered four multiple choice questions about each candidate, relating to the candidate's gender, marital status, hobbies, and graduate school. These checks ensured that participants are paying attention to the details of the study and simultaneously ensured that the manipulation of the variables has been successful.

E. Procedure

First, participants were informed about the study by their psychology professors. Students enrolled in PSYC 201 were able to access the link to the consent form and the questionnaire to fill on Lime Survey through Moodle, where the Participant Pool Coordinator posted the flyer about the study. Potential participants enrolled in other psychology courses were sent an email informing them that this study was about corporate leaders in Lebanon and the different roles they are expected to perform. This email included an explanation that participation will involve getting extra credit on the course, but also that participation is completely voluntary, and that withdrawal is possible at any time with no adverse effects. The email included a link to the study, where the first page involved a consent form that participants needed to agree to (by clicking) to move on to the actual study. This was their form of explicitly consenting to the study. This consent form included the reiteration that the study was about leaders in

Lebanon and the different roles they are expected to perform, information about the confidentiality and anonymity of the participants' responses, the nature of their participation as completely voluntary, their right to withdraw their participation at any point with no repercussions and consequences, and contact information for the researchers and the Institutional Review Board, should the participants have any questions or need to issue any complaints about the research study.

If the participants clicked on the button specifying "I consent to participate in the study" (the "Next" button on Lime Survey), they were redirected to the actual study. First, the participants completed a short demographic sheet. Then, all participants read the instructions, and proceeded to reading the first résumé and interviewer's notes and answer the four manipulation checks then complete the MLQ 5x short, and McAllister's (1995) measure for cognition-based and affect-based trust that follow. They were then asked to rate (on a Likert scale from 1-5) how likely they are to select applicant 1 to the leadership position, and how effective they perceive them to be as a possible leader. Then they repeated the same procedure for the other three applicants. The four candidates were presented to the participants in a randomized order, to account for any possible order effects. At the end of the study, an attention check was given to the participants in a form of a question where they needed to give a specific answer.

At the completion of the study, debriefing about the study's true aims was conducted. Participants were informed that the study was about trust in women leaders, and the selection and perception of effectiveness in women leaders, as well as the effect of different leadership styles and the role of trust in this association. We explained that the true aims could not be divulged in order not to bias results, and the debriefing page

included the researcher's contact information in case any participant wanted to withdraw their answers or liked to further inquire about the study (see Appendix III).

All participants were thanked for their time and participation and assured that they could reach out to the researcher following the research. Anonymity of participants was preserved by not including any identifying information, only a numerical code for each participant and a demographics form that only included age and gender (since gender was accounted for). The participants provided a randomly generate code to confirm their participation in the study upon completion. They presented this code to their course instructors to guarantee their receipt of their extra credit for participation. If students accessed the study through Moodle, they presented their codes to the PPC who contacted their instructors for extra credit.

F. Ethical Considerations

This study was conducted in line with the American University of Beirut Institutional Review Board (IRB) ethical considerations and approval, and no data was collected before IRB approval was obtained. Furthermore, the privacy of all participants was maintained at all times, and confidentiality was not breached: participants were assured that no identifying information was present in the study and that their answers were not shared with anyone other than the researcher. All participants were treated with courtesy and if they wished to withdraw from the study this was respected at any and all times. Although deception was needed in order not to bias results, all participants were informed about the true nature of the study upon completion, with the assurance that they could withdraw their answers if they wished to do so.

G. Pilot Study

Before the study was administered on the sample, a pilot study was done by recruiting ten AUB students (from different majors) to take part in this phase. They were presented with the same link and completed the full study in the same way intended for the sample. Average time of completion was 25 minutes, and no student unveiled what the true purpose of the study was. Minor changes were made to the manipulation checks and the order in which they were presented as some students started getting an inkling to only focus on the gender and marital status of the candidates. Students that took part in the pilot study were also debriefed afterwards and told about the true aims of the study.

CHAPTER VII

RESULTS

All the below results were obtained via data analysis using the IBM SPSS Statistics software, version 28.

A. Attention Checks and Manipulation Checks

Of the 156 participants that completed this study, five answered the attention check incorrectly, so their responses were excluded from our analysis. In addition, six participants did not answer or answered more than one manipulation check incorrectly, so their responses were also excluded. This yielded a final sample of $N = 145$ student participants.

B. Missing Values Analysis

All variables had less than 5% missing values. Little's MCAR test was not significant ($\chi^2(4803) = 4879.54, p = .217$), which means that the items were missing completely at random. Since no variables had more than 5% missing values, they were not replaced, and no variable was excluded from the analysis in order to maintain statistical power.

C. Factor Analysis

Exploratory factor analyses with the maximum likelihood extraction method and direct oblimin rotation (Field, 2013) were conducted on items for the Multifactor

Leadership Questionnaire (MLQ), total trust scale, affect-based trust, and cognition-based trust sub-scales for each candidate separately.

1. Multifactor Leadership Questionnaire

Direct oblimin rotation was used in each factor analysis because items on the MLQ were shown to be correlated with one another (Heinitz et al., 2005) as are the items on the trust scale (Mcallister, 1995). Consistent with the original factor structure of the MLQ, the factor analysis for each candidate in this study extracted 3 factors. For Sami Fadel, factor 1 (items 1, 2, 3, 11, 12, 13, 14) represented inspirational motivation and idealized influence and explained 44.126% of the variance, factor 2 (items 6, 7, 8, 9, 10) represented individualized consideration and explained 10.835% of the variance, and factor 3 (items 4 and 5) represented intellectual stimulation and explained 7.726% of the variance. For candidate Lana Daou, factor 1 (items 1, 2, 3), representing idealized influence, explained 43.372% of the variance, factor 2 (items 7, 8, 9), representing individualized consideration, explained 9.030% of the variance, and factor 3 (items 4, 5, 6, 10, 11, 12, 13, 14), representing intellectual stimulation and inspirational motivation explained 8.279% of the variance. For candidate Sarah Haddad, however, only two factors were extracted. Factor 1 (items 1, 6, 7, 8, 9, 10, 11, 13) representing individualized consideration and idealized influence, explained 42.898% of the variance, and factor 2 (items 2, 3, 4, 5, 12, 13), representing intellectual stimulation and inspirational motivation, explained 13.917% of the variance. Lastly, for Samer Farah, factor 1 (items 1, 6, 7, 8, 9, 10, 11, 13), representing individual consideration and individualized influence, explained 45.869% of the total variance, factor 2 (items 2, 3, 14), that represented inspirational motivation, explained 11.172% of the variance, and

factor 3 (items 4, 5), representing intellectual stimulation, explained 8.977% of the variance.

2. *McAllister's Trust Scale*

As for the factor analyses of the trust scale for each candidate, also consistent with the original factor structure of McAllister's scale, two factors were extracted. For Sami Fadel, factor 1 (items 1, 2, 3), representing affect-based trust, explained 53.824%, and factor 2, representing cognition-based trust, (items 4, 5, 6) explained 17.978% of the total variance. For Lana Daou, factor 1, that represents cognition-based trust (items 4, 5, 6) explained 53.190% and factor 2, that represents affect-based trust (items 1, 2, 3) explained 20.267% of the total variance. For Sarah Haddad, factor 1, affect-based trust (items 1, 2, 3, 6) explained 51.279% of the total variance, and factor 2, cognition-based trust, (items 4 and 5) explained 23.954%. For Samer Farah, factor 1, cognition-based trust, (items 4, 5, 6) explained 56.018% and factor 2, affect-based trust, (items 1, 2, 3) explained 16.895% of the total variance.

D. Reliability Analysis

Reliability analyses were conducted for the MLQ, trust scale, and the two types of trust separately for each candidate (see Tables 1-4). The MLQ for all candidates had very good reliability, as their Cronbach's alpha all exceeded .80. Cronbach's alphas only slightly changed when deleting certain items, so no items were dropped from the MLQ for any candidate. The total trust scales for all candidates also had very good reliability, all Cronbach's alphas exceeded .80, and only slightly changed when items were deleted, so all items were kept. Affect-based trust items had very good reliability

as well, Cronbach's alphas exceeding .80 for all candidates. As for cognition-based trust, it had good reliability, with Cronbach's alphas ranging from .663 to .714. For candidate Sarah Haddad, Cronbach's Alpha increased from .663 to .693 when deleting item 3, and for candidate Samer Farah, it increased from .670 to .768 when deleting item 1, however, the items were not dropped because they loaded well in the factor analysis. Item 3 had a factor loading of .40 on cognition-based trust for Sarah Haddad, and item 1 had a factor loading of also .40 on cognition-based trust for Samer Farah.

Table 1. *Reliability Coefficients of Scales for Sami Fadel*

Scale	Number of Items	Cronbach's Alpha
Multifactor Leadership Questionnaire	14	.897
McAllister's Trust Scale	6	.825
Affect-Based Trust	3	.829
Cognition-Based Trust	3	.714

Table 2. *Reliability Coefficients of Scales for Lana Daou*

Scale	Number of Items	Cronbach's Alpha
Multifactor Leadership Questionnaire	14	.884
McAllister's Trust Scale	6	.809
Affect-Based Trust	3	.856
Cognition-Based Trust	3	.641

Table 3. *Reliability Coefficients of Scales for Sarah Haddad*

Scale	Number of Items	Cronbach's Alpha
Multifactor Leadership Questionnaire	14	.895
McAllister's Trust Scale	6	.803
Affect-Based Trust	3	.894
Cognition-Based Trust	3	.663 improves to .693 without item 3

Table 4. *Reliability Coefficients of Scales for Samer Farah*

Scale	Number of Items	Cronbach's Alpha
Multifactor Leadership Questionnaire	14	.908
McAllister's Trust Scale	6	.840
Affect-Based Trust	3	.879
Cognition-Based Trust	3	.670 improves to .768 without item 1

E. Outliers

First, we inspected the univariate outliers through z -scores of each scale average for each candidate. There were four univariate outliers throughout the scales (z -scores greater than 3.29 in absolute value): one in the MLQ for Sami Fadel, one in the MLQ for Lana Daou, one in the MLQ for Samer Farah, and one in the Affect-Based trust subscale for Sami Fadel. We also examined univariate outliers for the questions pertaining to selection of candidates and perceived effectiveness of each leader, and found seven univariate outliers: one, two, and two in the question pertaining to

perceived effectiveness for Sami Fadel, Lana Daou, and Samer Farah, respectively, and two in the question pertaining to the selection into leadership positions for Sarah Haddad. Next, to check for multivariate outliers, we looked at Mahalanobis distances and found six multivariate outliers, where the new probability variable computed that referred to the p value of the right tail of the chi-square distribution was less than .001 ($p < .001$). However, we decided to keep the outliers to preserve statistical power, as our sample is relatively small, especially after excluding some respondents' answers after failing to correctly respond to the manipulation checks.

F. Normality Tests

To determine the normality of the data, we calculated the z-skewness and z-kurtosis of each variable for each candidate (see Tables 5-8). If z-skewness or z-kurtosis scores were above 3.29 in absolute value, then we could conclude significant skewness and kurtosis, and thus, deviation from normality. This was the case for some of the variables in our data that showed substantial deviation from normality (see Appendix IV at the end of this document for histograms). For candidate Lana Daou, transformational leadership and selection into leadership positions scores were negatively skewed, and for candidate Sarah Haddad selection into leadership positions and perceived effectiveness scores were also negatively skewed. Other variables had lower deviations from normality: affect-based trust and perceived effectiveness of the leader for candidate Lana Daou, and transformational leadership for candidate Samer Farah. However, our statistical tests, in particular mixed factorial ANOVAs, are robust to such deviations (Knief & Forstmeier, 2018)

Table 5. *Skewness and Kurtosis Scores (for Sami Fadel)*

Scale	z-Skewness	z-Kurtosis
Multifactor Leadership Questionnaire	-2.46	1.18
McAllister's Trust scale	-1.14	-1.60
Affect-Based Trust	-2.85	1.53
Cognition-based Trust	-1.52	-2.07
Selection into Leadership Positions	-1.25	-1.80
Perceived Effectiveness	-2.56	0.07

Table 6. *Skewness and Kurtosis Scores (for Lana Daou)*

Scale	z-Skewness	z-Kurtosis
Multifactor Leadership Questionnaire	-4.36	2.28
McAllister's Trust scale	-2.83	-1.52
Affect-Based Trust	-3.56	-1.33
Cognition-based Trust	-3.10	-.44
Selection into Leadership Positions	-5.47	2.17
Perceived Effectiveness	-3.60	2.78

Table 7. *Skewness and Kurtosis Scores (for Sarah Haddad)*

Scale	z-Skewness	z-Kurtosis
Multifactor Leadership Questionnaire	-1.42	-0.685
McAllister's Trust scale	-1.17	-1.47
Affect-Based Trust	-2.92	.77
Cognition-based Trust	-2.52	.22
Selection into Leadership Positions	-4.40	2.07
Perceived Effectiveness	-4.78	5.12

Table 8. *Skewness and Kurtosis Scores (for Samer Farah)*

Scale	z-Skewness	z-Kurtosis
Multifactor Leadership Questionnaire	-3.39	1.15
McAllister's Trust scale	-1.14	-.80
Affect-Based Trust	-.16	-1.05
Cognition-based Trust	-2.44	-.07
Selection into Leadership Positions	-1.31	-1.77
Perceived Effectiveness	-2.05	-.42

G. Sample Descriptives

The final sample included 145 student participants. Participants' ages ranged between 18 and 23 years ($M = 19$, $SD = 1.16$), and they were all enrolled in psychology courses at the American University of Beirut. The sample was comprised of 34 participants that identified as men, 109 that identified as women, and 3 that identified as other; however, the responses of participants identifying as other have been excluded from the analysis, yielding a final sample of 142 student participants.

H. Scale Descriptives

We inspected the overall scale descriptives for each candidate and found that there was a consistent pattern among all the variables (see Table 9). Lana Daou had the highest mean scores on all variables, followed by Sami Fadel, then Sarah Haddad, and lastly, Samer Farah. We then re-inspected the descriptives per gender of the participant to see if men and women respondents differed in their answers and found that there was indeed a divergence in the answers across different genders of the recruited study sample.

On transformational leadership, we found a consistent pattern across gender of the participants as to how candidates were scored. Lana Daou received the highest scores across both men and women. She was followed by Sami Fadel, across men and women. Next came Sarah Haddad, and lastly, Samer Farah had the lowest transformational leadership scores across men and women participants.

When it came to total trust, results followed the same pattern for both men and women participants. Lana Daou was viewed as the most trustworthy overall, followed by Sami Fadel, then Sarah Haddad, and finally, Samer Farah had the lowest trust scores across both genders. This pattern was also similar when it came to the two types of trust: both men and women participants viewed Lana Daou as being the highest-scoring candidate on affect and cognition-based trust, followed by Sami Fadel, Sarah Haddad, then Samer Farah.

However, when it came to the selection of candidates into the leadership position, men participants were more likely to select Sami Fadel into the position ($M=4.21, SD=.73$) over Lana Daou ($M=4.15, SD=.96$), followed by Sarah Haddad then Samer Farah, while women participants would rather select Lana Daou ($M=4.38, SD=.72$) over Sami Fadel ($M=4.20, SD=.64$), followed by Sarah then Samer. In addition, although with a mere .03-point difference, men perceived Sami Fadel as the most effective leader ($M=4.18, SD=.80$) followed by Lana Daou ($M=4.15, SD=.82$) and then Sarah and Samer respectively, while women viewed Lana as the most effective ($M=4.37, SD=.56$) followed by Sami ($M=4.3, SD=.60$) then Sarah, and finally, Samer. It is also noteworthy that men and women participants both scored the candidates in consistent patterns, men participants gave men candidates higher scores than women participants. For example, men participants gave Sami Fadel a mean score

of $M= 4.01$ on affect-based trust while women gave him a mean score of $M= 3.92$. On the other hand, women participants had higher scores for the women candidates than men participants, for example, Sarah Haddad had a mean score of $M= 4.24$ on cognition-based trust from women participants, while men gave her a mean score of $M= 4.10$ (see Tables 11-12).

Table 9. *Scale Descriptives for Men Candidates*

	Sami Fadel				Samer Haddad			
	Mean	SD	Range		Mean	SD	Range	
			Min	Max			Min	Max
Transformational Leadership	4.05	.57	2.00	5.00	3.65	.71	1.07	5.00
Total Trust	4.10	.60	2.67	5.00	3.51	.74	1.50	5.00
Affect-Based Trust	3.95	.77	1.00	5.00	3.09	.97	1.00	5.00
Cognition-Based Trust	4.25	.59	3.00	5.00	3.92	.69	2.00	5.00
Selection Into Leadership Positions	4.21	.66	3.00	5.00	3.59	.91	2.00	5.00
Perceived Effectiveness	4.28	.65	2.00	5.00	3.83	.78	2.00	5.00

Table 10. *Scale Descriptives for Women Candidates*

	Lana Daou				Sarah Haddad			
	Mean	SD	Range		Mean	SD	Range	
			Min	Max			Min	Max
Transformational Leadership	4.24	.55	2.21	5.00	3.94	.60	2.50	5.00
Total Trust	4.37	.52	3.17	5.00	4.03	.62	2.33	5.00
Affect-Based Trust	4.35	.67	2.67	5.00	3.84	.87	1.00	5.00
Cognition-Based Trust	4.40	.52	3.00	5.00	4.21	.60	2.33	5.00

Selection Into Leadership Positions	4.33	.78	2.00	5.00	3.97	.89	1.00	5.00
Perceived Effectiveness	4.32	.63	2.00	5.00	4.04	.79	1.00	5.00

Table 11. *Scale Descriptives per Gender of Participant for Men Candidates*

		Sami Fadel				Samer Farah			
		Mean	SD	Range		Mean	SD	Range	
				Min	Max			Min	Max
Transformational Leadership	Men (n=34)	3.94	.65	2.00	5.00	3.55	.81	1.07	5.00
	Women (n=109)	4.08	.55	2.43	5.00	3.69	.68	1.93	4.93
	Total (n=143)	4.04	.57	2.00	5.00	3.65	.71	1.07	5.00
Total Trust	Men (n=34)	4.08	.55	3.00	5.00	3.42	.78	1.83	5.00
	Women (n=109)	4.10	.61	2.67	5.00	3.55	.73	1.50	5.00
	Total (n=143)	4.10	.60	2.67	5.00	3.51	.74	1.50	5.00
Affect-Based Trust	Men (n=34)	4.01	.68	3.00	5.00	3.02	1.03	1.00	5.00
	Women (n=109)	3.92	.81	1.00	5.00	3.13	.96	1.00	5.00
	Total (n=143)	3.95	.77	1.00	5.00	3.09	.97	1.00	5.00
Cognition-Based Trust	Men (n=34)	4.15	.62	3.00	5.00	3.82	.70	2.00	5.00

	Women (n=109)	4.28	.59	3.00	5.00	3.97	.69	2.00	5.00
	Total (n=143)	4.25	.59	3.00	5.00	3.92	.69	2.00	5.00
Selection Into Leadership Positions	Men (n=34)	4.21	.73	3.00	5.00	3.53	.79	2.00	5.00
	Women (n=109)	4.20	.64	3.00	5.00	3.62	.95	2.00	5.00
	Total (n=143)	4.21	.66	3.00	5.00	3.59	.91	2.00	5.00
	Men (n=34)	4.18	.80	2.00	5.00	3.79	.69	2.00	5.00
Perceived Effectiveness	Women (n=109)	4.31	.60	3.00	5.00	3.84	.81	2.00	5.00
	Total (n=143)	4.28	.65	2.00	5.00	3.83	.78	2.00	5.00

Table 12. *Scale Descriptives per Gender of Participant for Women Candidates*

		Lana Daou				Sarah Haddad			
		Mean	SD	Range		Mean	SD	Range	
				Min	Max			Min	Max
Transformational Leadership	Men (n=34)	4.17	.68	2.79	5.00	3.91	.60	2.71	5.00
	Women (n=109)	4.26	.50	2.21	5.00	3.95	.60	2.50	5.00
	Total (n=143)	4.24	.55	2.21	5.00	3.94	.60	2.50	5.00
Total Trust	Men (n=34)	4.30	.60	3.17	5.00	3.96	.67	2.67	5.00
	Women (n=109)	4.40	.49	3.17	5.00	4.05	.61	2.33	5.00
	Total (n=143)	4.37	.52	3.17	5.00	4.03	.62	2.33	5.00
Affect-Based Trust	Men (n=34)	4.36	.70	2.67	5.00	3.84	.93	2.00	5.00
	Women (n=109)	4.35	.67	2.67	5.00	3.86	.86	1.00	5.00
	Total (n=143)	4.35	.67	2.67	5.00	3.84	.87	1.00	5.00
Cognition-Based Trust	Men (n=34)	4.24	.66	3.00	5.00	4.09	.60	2.67	5.00

Selection Into Leadership Positions	Women (n=109)	4.45	.45	3.00	5.00	4.24	.60	2.33	5.00
	Total (n=143)	4.40	.52	3.00	5.00	4.21	.60	2.33	5.00
	Men (n=34)	4.15	.96	2.00	5.00	3.82	.94	1.00	5.00
	Women (n=109)	4.38	.72	2.00	5.00	4.01	.88	1.00	5.00
	Total (n=143)	4.33	.78	2.00	5.00	3.97	.89	1.00	5.00
	Men (n=34)	4.15	.82	2.00	5.00	3.82	.87	1.00	5.00
Perceived Effectiveness	Women (n=109)	4.37	.56	3.00	5.00	4.11	.75	1.00	5.00
	Total (n=143)	4.32	.63	2.00	5.00	4.05	.79	1.00	5.00
	Men (n=34)								

I. Correlation Matrices for Main Variables

We also inspected the correlation matrix of the main variables for each candidate (see Tables 13-16). We found that for candidate Sami Fadel, there was a significant, positive, strong correlation between transformational leadership and total trust ($r = .748, p < .001$), transformational leadership and affect-based trust ($r = .649, p < .001$) and transformational leadership and cognition-based trust ($r = .667, p < .001$), as well as between perceived effectiveness and cognition-based trust ($r = .635, p < .001$) and perceived effectiveness and selection into leadership positions ($r = .658, p < .001$). In addition, we found a significant positive moderate correlation between cognition-based trust and affect-based trust ($r = .530, p < .001$), selection into leadership positions and each of transformational leadership ($r = .478, p < .001$), affect-based trust ($r = .500, p < .001$), and cognition-based trust ($r = .585, p < .001$), as well as a significant positive moderate correlation between perceived effectiveness and each of transformational leadership ($r = .553, p < .001$) and total trust ($r = .568, p < .001$). There was also a significant positive small-to-moderate correlation between perceived effectiveness and affect-based trust ($r = .394, p < .001$).

For candidate Lana Daou, we found a significant, positive, strong correlation between transformational leadership and each of total trust ($r = .746, p < .001$), affect-based trust ($r = .662, p < .001$), and cognition-based trust ($r = .628, p < .001$). There was also a significant, positive, strong correlation between perceived effectiveness and each of cognition-based trust ($r = .612, p < .001$) and selection into leadership positions ($r = .693, p < .001$). There was a significant, positive, moderate correlation between affect-based trust and cognition-based trust ($r = .491, p < .001$), between selection into leadership positions and each of transformational leadership ($r = .474, p < .001$), total

trust ($r = .453, p < .001$), and cognition-based trust ($r = .475, p < .001$) and between perceived effectiveness and each of transformational leadership ($r = .457, p < .001$) and total trust ($r = .539, p < .001$). Lastly, we found a significant, positive, weak correlation between selection into leadership positions and affect-based trust ($r = .331, p < .001$) and between perceived effectiveness and affect-based trust ($r = .354, p < .001$).

For candidate Sarah Haddad, we found a significant, positive, strong correlation between transformational leadership and each of total trust ($r = .755, p < .001$) and affect-based trust ($r = .658, p < .001$), and cognition-based trust ($r = .614, p < .001$), as well as between total trust and selection into leadership positions ($r = .646, p < .001$), and between cognition-based trust and each of selection into leadership positions ($r = .666, p < .001$) and perceived effectiveness ($r = .632, p < .001$), as well as between selection into leadership positions and perceived effectiveness ($r = .748, p < .001$). Furthermore, we found a significant, positive, moderate correlation between affect-based trust and selection into leadership positions ($r = .461, p < .001$), a significant, positive, moderate correlation between perceived effectiveness and total trust ($r = .471, p < .001$), and between transformational leadership and selection into leadership positions ($r = .583, p < .001$). Finally, there was a significant, positive, weak correlation between affect-based trust and perceived effectiveness ($r = .236, p < .001$).

Lastly, for candidate Samer Farah, we found a significant, positive, strong correlation between transformational leadership and each of total trust ($r = .756, p < .001$), affect-based trust ($r = .675, p < .001$), cognition-based trust ($r = .665, p < .001$), selection into leadership positions ($r = .633, p < .001$) and perceived effectiveness ($r = .565, p < .001$), as well as between total trust and each of selection into leadership positions ($r = .695, p < .001$) and perceived effectiveness ($r = .614, p < .001$). Moreover,

there was a significant positive strong correlation between affect-based trust and each of cognition-based trust ($r = .562, p < .001$), and selection into leadership positions ($r = .572, p < .001$), between cognition-based trust and each of selection into leadership positions ($r = .689, p < .001$) and perceived effectiveness ($r = .617, p < .001$), and between selection into leadership positions and perceived effectiveness of leaders ($r = .691, p < .001$). Finally, we found a significant, positive, moderate correlation between affect-based trust and each of selection into leadership positions ($r = .572, p < .001$) and perceived effectiveness of leaders ($r = .495, p < .001$).

The positive correlations found between transformational leadership scores and selection into leadership positions, as well as the positive correlations between transformational leadership and perceived effectiveness for all four candidates lend support to hypothesis 4a, which states that there will be a positive correlation between transformational leadership and selection into leadership positions, and 4b, which states there will be a positive correlation between transformational leadership and perceptions of effectiveness.

In addition, we inspected the correlation matrices of trust in women candidates (aggregated across both candidates) and selection and perceived effectiveness and those of men candidates (aggregated across both candidates), and found a significant, positive, moderate correlation between trust in women candidates and selection into leadership positions ($r = .505, p < .001$) and a slightly stronger significant positive correlation between trust in men candidates and selection into leadership positions ($r = .544, p < .001$). We also found a significant positive moderate correlation between trust in women candidates and perceived effectiveness ($r = .491, p < .001$) and a stronger significant positive correlation between trust in men candidates and perceived

effectiveness ($r = .526, p < .001$). These results support hypotheses 1b and 1c, which state that lower levels of trust in women candidates will be related to lower selection and lower perception of effectiveness of the women candidates, as compared to men candidates.

Table 13. *Correlation Matrix for Sami Fadel*

Variable	<i>n</i>	1	2	3	4	5	6
1. Transformational Leadership	146	-					
2. Total Trust	146	.748***	-				
3. Affect-Based Trust	146	.649***	.906***	-			
4. Cognition-Based Trust	146	.667***	.839***	.530***	-		
5. Selection Into Leadership Positions	146	.478***	.614***	.500***	.585***	-	
6. Perceived Effectiveness	145	.553***	.568***	.394***	.635***	.658***	-

*** $p < .001$.

Table 14. *Correlation Matrix for Lana Daou*

Variable	<i>n</i>	1	2	3	4	5	6
1. Transformational Leadership	146	-					
2. Total Trust	146	.746***	-				
3. Affect-Based Trust	146	.662***	.898***	-			
4. Cognition-Based Trust	146	.628***	.824***	.491***	-		
5. Selection Into Leadership Positions	145	.474***	.453***	.331***	.475***	-	

6. Perceived Effectiveness	145	.457***	.539***	.354***	.612***	.693***	-
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** $p < .001$.

Table 15. *Correlation Matrix for Sarah Haddad*

Variable	<i>n</i>	1	2	3	4	5	6
1. Transformational Leadership	145	-					
2. Total Trust	144	.755***	-				
3. Affect-Based Trust	144	.658***	.897***	-			
4. Cognition-Based Trust	144	.614***	.772***	.412***	-		
5. Selection Into Leadership Positions	145	.583***	.646***	.461***	.666***	-	
6. Perceived Effectiveness	145	.469***	.471***	.236***	.632***	.748***	-

** $p < .001$.

Table 16. *Correlation Matrix for Samer Farah*

Variable	<i>n</i>	1	2	3	4	5	6
1. Transformational Leadership	146	-					
2. Total Trust	146	.756***	-				
3. Affect-Based Trust	146	.675***	.922***	-			
4. Cognition-Based Trust	146	.665***	.839***	.562***	-		
5. Selection Into Leadership Positions	143	.633***	.695***	.572***	.680***	-	
6. Perceived Effectiveness	145	.565***	.614***	.495***	.617***	.691***	-

** $p < .001$

J. Main Analysis Part I: Paired-Samples *t*-Test

We conducted a paired-sample *t*-test to test for differences in trust levels in women candidates and men candidates, which is what hypothesis H1a stated. The test was significant ($t(142) = 8.03, p < .001$), meaning there was a significant difference between levels of trust in women candidates as compared to men. However, contrary to expectations, trust in women candidates ($M = 4.20, SD = .44$) was actually higher than trust in men candidates ($M = 3.81, SD = .53$).

K. Main Analysis Part II: Mixed Factorial ANOVAs

Two 2x2x2 mixed factorial ANOVAs were conducted to determine the main and interaction effects of the gender of the participant (between-subjects variable with two levels: man and woman), the gender of the candidate (within-subjects variable with two levels: man and woman) and the stereotype-consistency of candidates' gender roles (within-subjects variable with two levels: married and single) on selection into leadership positions and on perceived effectiveness of the organizational leader.

1. Assumptions for Mixed Factorial ANOVAs

Most of the data was normally distributed. Deviations from normality only occurred in some instances mentioned previously: candidate Lana Daou's transformational leadership scores, affect-based trust, selection into leadership positions, and perceived effectiveness were negatively skewed. For candidate Samer Farah, perceived effectiveness data was negatively skewed, and for candidate Sarah Haddad, scores on selection into leadership positions and perceived effectiveness were negatively skewed

and the latter had a heavy-tailed distribution. However, mixed factorial ANOVAs are robust to such deviations (Gastwirth et al., 2009). Moreover, as neither of the two within-subjects variables had more than two levels, the sphericity assumption was satisfied. In addition, when looking at selection into leadership positions, homogeneity of variances was equal across candidates, except for Lana Daou, for whom Levene's test was significant ($F(1, 137) = 5.35, p < .05$). However, mixed factorial ANOVAs are robust to such a deviation (Yi et al., 2020). As for perceived effectiveness, variances were homogeneous across all candidates since Levene's test was not significant for any candidate.

2. Main and Interaction Effects of Mixed Factorial ANOVAs

The first mixed factorial ANOVA explored the main and interaction effects of the gender of the participant, gender of the candidate, and stereotype-consistency of candidates' gender roles on selection into leadership positions. Results showed that the main effect of participant gender was not significant ($F(1, 137) = 1.993, p = .16$). This means that whether participants were men or women did not influence who participants selected into leadership positions. This supports hypothesis 2a, that states that men and women participants will display no significant difference in their selection of men or women candidates. Results also showed a main effect of candidate gender on selection into leadership positions, $F(1, 137) = 6.34, p = .01$. This means that the whether the candidate applying for the leadership position was a man or woman affected whether the candidate is selected into this position. In particular, women candidates were more likely to be selected into leadership positions ($M = 4.15, SD = .84$) as compared to men candidates ($M = 3.90, SD = .79$). There was also a main effect of candidate marital status,

$F(1, 137) = 38.71, p < .01$, meaning whether the applicant is single or married affected whether the candidate was selected into leadership positions. Married candidates were more likely to be selected ($M = 4.27, SD = .72$) than single candidates ($M = 3.78, SD = .90$). As for interaction effects, the interaction between candidate gender, candidate gender role stereotype consistency, and participant gender was not significant ($F(1, 137) = .25, p = .62$). In addition, the interaction between candidate gender and participant gender was not significant ($F(1, 137) = .99, p = .32$), and the interaction between candidate marital status and participant gender was not significant ($F(1, 137) = .02, p = .904$).

As for the interaction between the two within-subjects variables, candidate gender and candidate marital status, it was not significant ($F(1, 137) = 3.27, p = .07$). These results mean that hypothesis 3, that stated that there will be a significant main effects and interaction effect between stereotype-consistent gender roles and the gender of the prospective leader on the selection into and perceptions of effectiveness, where participants will rate prospective women leaders as less likely to be selected into leadership positions depending on whether stereotype-consistent gender roles are made salient, was not supported.

The second mixed factorial ANOVA explored the interaction and main effects of the gender of the participant, gender of the candidate, and stereotype-consistency of candidates' gender roles on perceived effectiveness of the leader (dependent variable). Results showed that there was a significant main effect of participant gender on perceived effectiveness, ($F(1, 138) = 4.63, p = .03$). Women participants perceived candidates to be more effective leaders ($M = 4.16, SD = .68$) than men participants did ($M = 3.99, SD = .80$). This means that hypothesis 2b, that states that there will be no

significant difference between the perceived effectiveness of leaders among men and women participants, was not supported. Furthermore, there was a significant main effect of candidate marital status, $F(1, 138) = 25.98, p < .01$, meaning whether the candidate was single or married affected how effective they would be perceived. In particular, married candidates were perceived as more effective ($M = 4.30, SD = .64$) as compared to single candidates ($M = 3.94, SD = .79$). However, there was no significant main effect of candidate gender on perceived effectiveness ($F(1, 138) = 1.56, p = .21$).

As for interaction effects, results also showed that there were no significant interactions: the interaction between gender of the candidate, gender of the participant, and stereotype-consistency of candidates' gender roles was not significant ($F(1, 138) = .24, p = .63$), the interaction between candidate gender and candidate marital status was not significant ($F(1, 138) = .91, p = .34$), the interaction between candidate marital status and participant gender was not significant ($F(1, 138) = .82, p = .99$), and the interaction between candidate gender and participant gender was not significant ($F(1, 138) = 1.56, p = .21$). This means that hypothesis 3, which states there will be a significant main effects and interaction effects between stereotype-consistent gender roles and the gender of the prospective leader on the selection into and perceptions of effectiveness, where participants will rate prospective women leaders as less likely to be selected into leadership positions and viewed as less effective leaders, depending on whether stereotype-consistent gender roles are made salient, was not supported.

L. Main Analysis Part III: Mediation Analyses

To check whether types of trust mediated the relationship between different subdimensions of transformational leadership and selection into leadership positions, as

well as perceived effectiveness of business leaders, we conducted a series of simple mediations using the SPSS macro-PROCESS model 4, which tests for simple mediations and the effect of multiple mediators simultaneously. PROCESS also follows the bootstrapping technique, which, according to Hayes (2009), should be the method to test for mediations when there are deviations from normality, as is the case in parts of the current data. It estimates the effects using bias-corrected 95% confidence intervals, based on 5000 bootstrap samples.

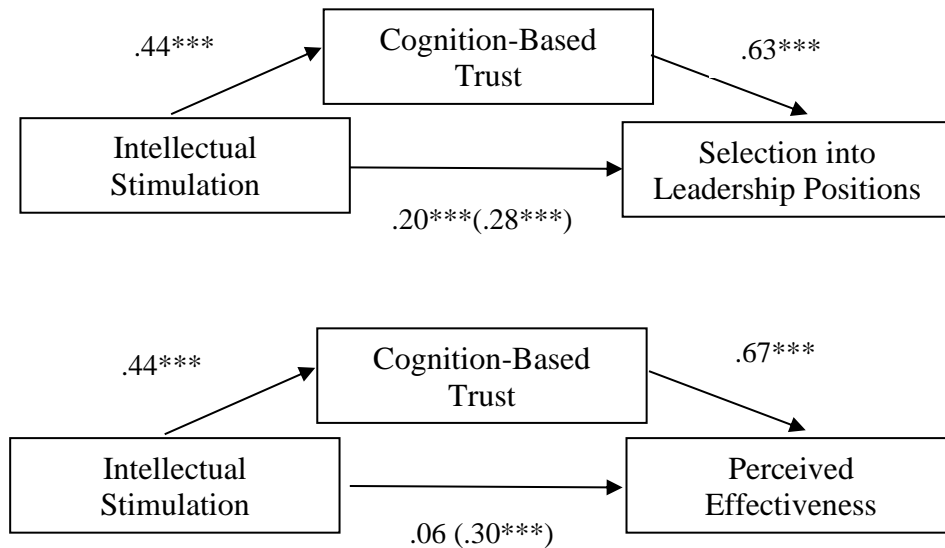
The first mediation was conducted to test for the first part of hypothesis 5a, which stated that cognition-based trust will mediate the relationship between intellectual stimulation and selection into leadership positions. Intellectual stimulation was significantly related to cognition-based trust, and cognition-based trust was significantly related to selection into leadership positions (see Figure 1).

As for direct and indirect effects, intellectual stimulation had a significant direct effect on selection $b=.20$, 95% CI [.06,.35] and a significant indirect effect on selection into leadership positions through cognition-based trust $b=.28$, 95% CI [.16,.42]. This supports hypothesis 5a, meaning that cognition-based trust mediated the relationship between intellectual stimulation and selection into leadership positions.

As for the second part of hypothesis 5a, it stated that cognition-based trust will mediate the relationship between intellectual stimulation and perceived effectiveness of business leaders. Another simple mediation was conducted, and results showed that intellectual stimulation was significantly related to cognition-based trust, and cognition-based trust had was significantly related to perceived effectiveness (see Figure 1).

Figure 1. Mediation Models for Hypothesis 5 a

*** $p < .001$. Indirect effects in parentheses



As for direct and indirect effects, intellectual stimulation did not have a significant direct effect, but a significant indirect effect on perceived effectiveness through cognition-based trust, $b = .30$, 95% CI [.19, .42] which lends support to the second part of hypothesis 5a, meaning that cognition-based trust fully mediated the relationship between intellectual stimulation and perceived effectiveness of leaders.

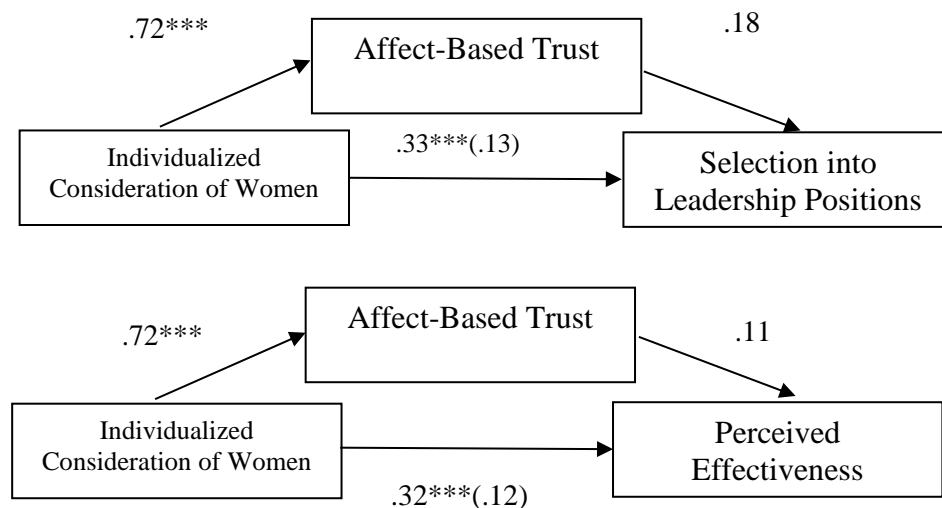
Another simple mediation was conducted to test for the first part of hypothesis 5b, which stated that affect-based trust will mediate the relationship between individualized consideration and selection of women into leadership positions. In this case, data entailing to women candidates was used to perform this analysis. Results showed a significant relationship between individualized consideration and affect-based trust; however, affect-based trust did not have a significant relationship with selection of women (see Figure 2). Therefore, although there was a significant direct effect of

individualized consideration on selection of women into leadership positions, $b = .33$, 95% CI [.04,.63], the indirect effect through affect-based trust was not significant, $b = .13$, 95% CI [-.08,.35]. This means that the first part of hypothesis 5b was not supported and affect-based trust did not mediate the relationship between individualized consideration and selection of women into leadership positions. Furthermore, affect-based trust was not significantly related to perceived effectiveness of women leaders. Therefore, the second part of hypothesis 5b was not supported either and affect-based trust did not mediate the relationship between individualized consideration and perceived effectiveness of women, although individualized consideration had a significant direct effect on perceived effectiveness $b = .32$, 95% CI [.07,.57].

Figure 2. *Mediation Models for Hypothesis 5b*

*** $p < .001$

Indirect effects in Parentheses



Next, a simple mediation was conducted to test for the first part of hypothesis 5c, stating that both cognition- and affect-based trust will mediate the relationship

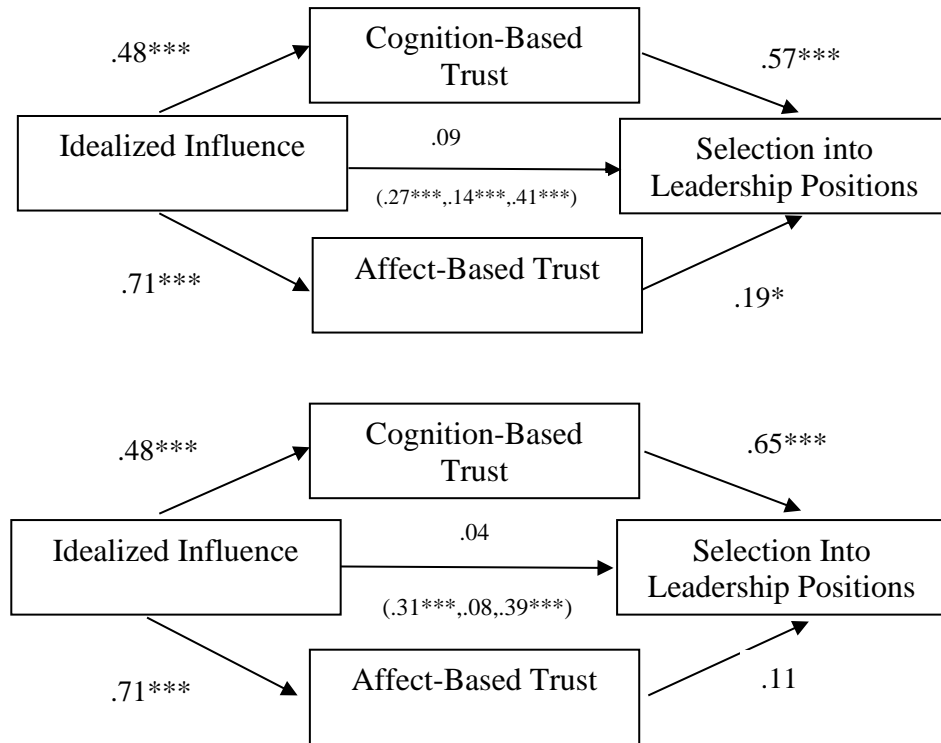
between idealized influence and selection into leadership positions. Results showed a significant relationship between idealized influence and cognition-based trust and affect-based trust. In addition, each of cognition-based and affect based trust had a significant relationship with selection of candidates into leadership positions (see Figure 3).

Regarding direct and indirect effects, idealized influence did not have a direct effect on selection into leadership positions, $b=.09$, 95% CI $[-.09,.27]$, however, it did have a significant indirect effect through cognition-based trust, $b=.27$, 95% CI $[.16,.41]$, through affect-based trust $b=.14$, 95% CI $[.01,.27]$, and through both combined, $b=.41$, 95% CI $[.26,.57]$. This means that the first part of hypothesis 5c was supported, and the two types of trust fully mediated the relationship between idealized influence and selection into leadership positions. As for the second part of the hypothesis, which stated that both types of trust mediate the relationship between idealized influence and perceived effectiveness, results showed that cognition-based trust had a significant effect on perceived effectiveness, although affect-based trust did not (see Figure 3).

Figure 3. Mediation Models for Hypothesis 5c

* $p < .05$, *** $p < .001$

Indirect effects of cognition-based trust, affect-based trust, and both, respectively, in parentheses



As for direct and indirect effects, idealized influence did not have a significant direct effect on perceived effectiveness, $b = .04$, 95% CI $[-.12, .20]$, nor a significant indirect effect through affect-based trust, $b = .08$, 95% CI $[-.04, .21]$; however, idealized influence had a significant indirect effect through cognition-based trust, $b = .31$, 95% CI $[.21, .43]$, and through both types of trust combined, $b = .39$, 95% CI $[.26, .54]$. Therefore, the second part of hypothesis 5c was supported, and both types of trust combined fully mediated the relationship between idealized influence and perceived effectiveness of leaders, even though affect-based trust alone was not a mediator.

Lastly, two simple mediations were conducted to test for the first and second parts of hypothesis 5d, which stated that both types of trust mediate the relationship between inspirational motivation and selection into leadership positions, as well as perceived effectiveness. For the first part, results showed that inspirational motivation was significantly related to each of cognition-based trust and affect-based trust, and each of the two types of trust were significantly related to selection (see Figure 4).

Regarding direct and indirect effects, inspirational motivation did not have a significant direct effect on selection into leadership positions $b=.07$, 95% CI $[-.10,.23]$, however, it did have a significant indirect effect through cognition-based trust, $b=.30$, 95% CI $[.17,.44]$, through affect-based trust, $b=.12$, 95% CI $[.03,.22]$, and through both types of trust combined, $b=.42$, 95% CI $[.29,.57]$. Therefore, the first part of hypothesis 5d was supported, and both types of trust were full mediators for the relationship between inspirational motivation and selection into leadership positions.

The last simple mediation analysis was conducted to test for the second part of hypothesis 5d, stating that both types of trust mediate the relationship between inspirational motivation and perceived effectiveness of leaders. Results showed that cognition-based trust was significantly related to perceived effectiveness, while affect-based trust was not (see Figure 4).

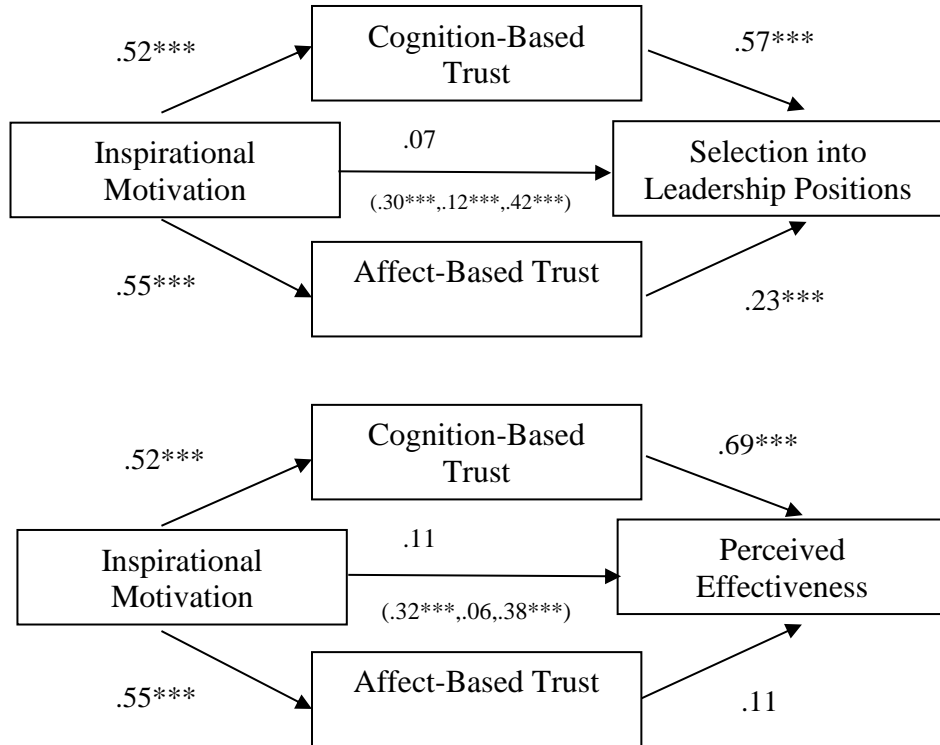
As for direct and indirect effects, inspirational motivation did not have a significant direct effect on perceived effectiveness, $b=.11$, 95% CI $[-.05,.26]$, nor a significant indirect effect through affect-based trust, $b=.06$, 95% CI $[-.02,.16]$, but a significant indirect effect through cognition-based trust, $b=.32$, 95% CI $[.20,.45]$ and through both types of trust combined, $b=.38$, 95% CI $[.26,.52]$. Therefore, the second part of hypothesis 5d was supported, as the two types of trust together mediated the

relationship between inspirational motivation and perceived effectiveness of business leaders, although affect-based trust alone did not.

Figure 4. *Mediation Models for Hypothesis 5d*

* $p < .05$, *** $p < .001$

Indirect effects of cognition-based trust, affect-based trust, and both, respectively, in Parentheses



CHAPTER VIII

DISCUSSION

This experimental study was conducted to examine the roles of trust and transformational leadership in the selection into leadership positions and perceived effectiveness of women business leaders in Lebanon. It explored the possible existence of a lack of trust in women leaders, and if this lack of trust is an unexplored barrier that hinders women from reaching higher echelons of the corporate setting, while taking into account stereotype-consistent gender roles. That is because Lebanon, where the study was conducted, is a country where patriarchy is still predominant and gender roles are strict and pronounced (Tlaiss, 2019). We also looked at whether transformational leadership is correlated with outcomes of women leaders in Lebanon, which might alleviate the issue of the lack of selection into leadership positions and the low perceived effectiveness of women leaders. In addition, this study examined the possible interplay between trust and transformational leadership. We looked at whether trust mediates the relationship between different sub-dimensions of transformational leadership and selection, as well as perceived effectiveness of business leaders in Lebanon. For a summarized list of this study's main hypotheses and whether they were supported or not, please see Table 17, as well as the following subsection, titled "Summary and Interpretation of Results".

Table 17. Summary of Hypotheses and Whether They Were Supported

Hypothesis	Content	Support
<i>H1a</i>	There will be lower levels of trust in women candidates to a leadership position as compared to candidates who are men.	Not supported – levels of trust in women candidates were higher than levels of trust in men candidates.
<i>H1b</i>	Lower levels of trust in women candidates will be related to lower selection into leadership positions, as compared to the men candidates.	Supported – the correlation between trust in men candidates and selection was stronger than that of women candidates and selection.
<i>H1c</i>	Lower levels of trust in women candidates will be related to low perception of effectiveness of the female candidates, as compared to men candidates.	Supported – the correlation between trust in men candidates and perceived effectiveness was stronger than that of women candidates and perceived effectiveness.
<i>H2a</i>	Men and women participants will display no significant differences in their preferential selection of men over women leaders.	Supported – both men and women participants showed no significant differences in their preferential selection of men or women candidates.
<i>H2b</i>	Men and women participants will display no significant differences in their perception of women candidates as less effective as leaders than men.	Not supported – Women participants perceived women candidates to be more effective than men participants did.
<i>H3</i>	There will be a significant interaction effect between stereotype-consistent gender roles and the gender of the prospective leader on the selection into and perceptions of effectiveness. Participants will rate prospective women leaders as less likely to be selected into leadership positions and viewed as less effective leaders, depending on whether stereotype-consistent gender roles (women candidates as mothers) are made salient.	Not supported – there was no significant interaction effect between candidate gender and stereotype-consistent gender roles on selection or on perceptions of effectiveness.
<i>H4a</i>	There is a positive correlation between transformational leadership and selection into leadership positions. As transformational leadership scores increase, so will the selection into leadership positions.	Supported – for all four candidates, transformational leadership was positively correlated with selection into leadership positions.

<i>H4b</i>	There is a positive correlation between transformational leadership and perception of women leaders as effective. As transformational leadership scores increase, so will perception of effectiveness as leaders.	Supported – for all four candidates, transformational leadership was positively correlated with perceptions of effectiveness.
<i>H5a</i>	Cognition-based trust will mediate the relationship between intellectual stimulation and selection and perceptions of effectiveness of both men and women candidates.	Supported – cognition-based trust mediated the relationship between intellectual stimulation and selection, and fully mediated the relationship between intellectual stimulation and perceived effectiveness.
<i>H5b</i>	Affect-based trust will mediate the relationship between individualized consideration and selection and perceptions of effectiveness of women candidates.	Not supported – Affect-based trust did not mediate the relationship between individualized consideration and selection nor perceived effectiveness of women leaders.
<i>H5c</i>	Both cognition-based and affect-based trust will mediate the relationship between idealized influence and selection and perceptions of effectiveness of both men and women candidates.	Supported – the two types of trust fully mediated the relationship between idealized influence and selection, and both combined (although not affect-based trust alone) mediated the relationship between idealized influence and perceived effectiveness.
<i>H5d</i>	Both cognition-based and affect-based trust will mediate the relationship between inspirational motivation and selection and perceptions of effectiveness of both men and women candidates.	Supported – the two types of trust fully mediated the relationship between inspirational motivation and selection, and both combined (although not affect-based trust alone) mediated the relationship between inspirational motivation and perceived effectiveness.

A. Summary and Interpretation of Results

To the best of our knowledge, this is the first experimental study that explored whether trust could be a barrier to women corporate leaders, and the interplay between trust and transformational leadership on the outcomes of women leaders in the corporate

world in Lebanon. In particular, it looked at whether these variables and the interplay between them were significantly related to the selection of women into leadership positions, and the perceived effectiveness of women corporate leaders.

1. Results and Interpretations of Hypothesis 1

Regarding whether there were lower levels of trust in potential women leaders as compared to men, results showed the opposite, where participants had higher levels of trust in women candidates for a leadership position than they did to the men counterparts. This is divergent with the literature, as studies have shown that employees tend to have a more negative perception of women as managers (Tolmie et al., 2019), which could reflect a lack of trust, and that women managers in the Middle East particularly have been viewed to be less trustworthy than their men counterparts (Omair, 2008). These results could possibly be explained by the fact that the majority of the sample in this study were women participants, progressive, and may have been standing in solidarity with fellow women (even fictitious ones).

However, although participants rated prospective women leaders as more trustworthy than they rated their men counterparts, that trust did not translate into the actions of selecting them into leadership positions or perceiving them as more effective leaders. Rather, the stronger correlation between trust in men candidates and their selection into leadership positions, as well as the stronger correlation between trust in men candidates and their perceived effectiveness as leaders than those relating to women candidates support hypotheses H1b and H1c, that state that lower levels of trust in women candidates will be related to lower selection into leadership positions, as compared to the men candidates, and to lower perceived effectiveness. The presence of high trust in women candidates but the higher correlation between trust and selection of

men as well as trust and perceived effectiveness of men can be explained by social role theory, that states that gender roles are assigned to men and women, and characteristics associated with each can be attributed to men and women based on these roles, respectively (Eagly & Karau, 1991). For example, men can be perceived as strong and independent – characteristics that fall in line with being the breadwinners, and women can be seen as more trustworthy – a quality that is associated with nurturance and care that women are expected to have. Social role theory also posits the learning and reinforcement of gender-appropriate behaviors through society, and the adaptation of gender stereotypes, especially in the patriarchal society (Koenig & Eagly, 2014). This could explain why, in a rather traditional and patriarchal society like the Lebanese one, although women were viewed as more trustworthy than men, when it came to relating that trust with selection into leadership positions and perceived effectiveness of the leader, participants still had higher ratings for men.

Another, related explanation to our results could be the stereotype content model, which states that social groups are stereotyped based on two dimensions: trustworthiness and warmth, which relate to being friendly and well-intentioned, and competence, which relates to the ability to pursue these intentions (Schofield et al., 2021). According to this model, women tend to be stereotyped and viewed as trustworthy because of socially-attributed roles, while men tend to be viewed as more competent and as able to achieve more (Johnson et al., 2018). This could explain why women candidates in our study were perceived as more trustworthy in general, but not in a business-related, high-achievement field, where the outcomes relating to competence (selection into leadership positions and perceived effectiveness of leaders) were more biased towards men candidates. In addition, the gender bias in the workplace

that associates men with being leaders is especially prominent in Arab countries, as was shown in a study by Lekchiri et al. (2019) conducted in Morocco that demonstrated employees at a corporation felt leadership roles were more fitted for men than women. This implicit association of men with leadership positions could have resulted in the stronger connection between trust in men candidates and selection into leadership positions, as well as perceived effectiveness of leaders.

2. Results and Interpretations of Hypotheses 2 and 3

Regarding hypotheses 2 and 3, that explored the main and interaction effects of participant gender, candidate gender, and stereotype-consistent gender roles on the selection and on perceived effectiveness, results were consistent with the literature at some points, and divergent at others. First, an unexpected result was that men and women participants did not significantly differ in their selection of women over men, where women candidates were more likely to be selected into leadership positions than their men counterparts by both men and women participants. In addition, another unexpected result was the significant effect of candidate gender on selection, where women candidates were more likely to be selected into leadership positions than their men counterparts. These results do not fall in line with the literature, first, because the discrepancy between men and women in the workplace is vast, with men occupying the majority of leadership and executive positions (Hentschel et al., 2017), and second, with the cultural and societal expectations that men will be the primary breadwinners and men heirs expected to be selected into leadership positions in family-owned businesses in Lebanon (Sidani et al., 2015). We speculate that these results were partially driven by the fact that our sample was progressive and young, mostly women, and representative

of a newer generation that is just about to enter the workplace but has not done so yet. This gives a glimmer of hope for the future of the gendered workplace in Lebanon.

When it came to perceived effectiveness, opposite results emerged: there was a significant main effect of participant gender, where women participants rated candidates as more effective than men participants did. However, there was no significant main effect of candidate gender, in contrary to previous studies that have shown that women managers are viewed as less effective by both men and women employees (e.g., Tolmie et al., 2019). This brings us back to our sample, which could explain these results. It was mainly comprised of women participants who might have wanted to support women in a stance of solidarity, and, as previously mentioned, it could be a progressive sample that brings to light what the future of corporations might look like. Another explanation could be the social desirability bias, where participants might have based their decisions on what they thought they should respond, rather than their true opinions about the subject (Bergen & Labonte, 2020).

Nonetheless, some results did support the literature. They showed a significant main effect of stereotype-consistent gender roles on selection into leadership position, and on perceived effectiveness, where married candidates were more likely to be selected than single candidates and were perceived as more effective. This could have two possible explanations. First, the two married candidates in our study had graduate degrees from abroad, which our sample could have interpreted as being better or had higher quality than a national degree, making those two particular candidates more likely to be selected and perceived as more effective. Second, this falls in line with role enhancement theory, that states that having a multitude of roles can lead to an increase in social integration, which in turn results in heightened power, prestige, social

recognition, among other positive personal, professional, and social outcomes (Fekete et al., 2019). In addition, the concept of a spillover effect can be highlighted, which is when an individual is successful in one role, this success would spill over to another role (Reid & Hardy, 1999). In this case, a prospective leader having the role of the husband/father or wife/mother *and* the role of a corporate businessperson will lead to higher power and social recognition, where employees will see that individual as being successful and competent in one role, which is establishing a family and parenting, and that would “spill over” to their other role, being a successful leader. Therefore, those fulfilling both roles will have a higher chance of being selected into leadership positions and being perceived as more effective.

As for interaction effects, they were not significant. Selection into leadership positions and perceived effectiveness of prospective women leaders were not dependent on whether the candidate had gender stereotype-consistent roles, nor were the outcomes of prospective men leaders dependent on the salience stereotype-consistent gender roles. This means that hypothesis 3 was not supported, and results were driven by main effects rather than interaction effects.

3. Results and Interpretations of Hypothesis 4

Hypotheses 4a and 4b, that state that transformational leadership and selection into leadership positions are significantly correlated, and that transformational leadership and perceived effectiveness are also significantly correlated were supported by the results of this study. This is in line with the literature that associates transformational leadership with several other positive organizational outcomes, such as superior team performance (Schaubroeck et al., 2007), team motivation (Zareen et al., 2015) and team

engagement (Besieux et al., 2015). Our results add to the plethora of studies that corroborate the positive impact of transformational leadership in organizations. In addition, Social Exchange Theory suggests that leadership attitudes and behaviors exhibited by leaders will lead to reciprocity from employees, which will result in positive organizational outcomes (Thomas & Gupta, 2021). This highlights the importance of certain qualities that a leader should possess to positively influence employees and other members of the organization. In particular, the attitudes and behaviors that the four subdimensions of transformational leadership entail are positively correlated to a multitude of positive outcomes at corporations, and these results have important implications on the organizational leadership and corporate success literature, especially for women leaders. Since a meta-analysis by Eagly et al. (2003), as well as several other studies have shown that women tend to possess transformational leadership qualities more than men do (Brandt & Edinger, 2015), the implementation of these leadership qualities would result in several positive outcomes, two of which could be selecting women into higher leadership positions and viewing them as effective leaders as posited by the results of this study.

4. Results and Interpretations of Hypothesis 5

As for hypothesis 5a, results showed that intellectual stimulation was significantly correlated with cognition-based trust, which is expected as both are cognition-based constructs: intellectual stimulation is related to rational thinking and problem-solving capabilities (Khan et al., 2020), and cognition-based trust is founded on rational judgments made based on previous interactions and experiences with individuals (McAllister, 1995). In addition, cognition-based trust was significantly correlated with

selection into leadership positions. This also falls in line with the literature about the foundations of cognition-based trust, since it is related to the competence of the individual evaluated, so selecting a candidate to a leadership position should be a rational decision based on trusting that the individual is competent to hold that position. Furthermore, intellectual stimulation had a significant direct effect on selection into leadership positions. This means that that when participants saw the leader as intellectually stimulating, meaning the leader would encourage problem solving, creativity, and decision-making capabilities, they would select them into leadership positions. This highlights the importance of certain leadership qualities for organizational success: when a leader exhibits attitudes and behaviors towards employees that motivate them to achieve more, the organization as a whole will benefit. Intellectual stimulation also had an indirect effect on selection into leadership positions through cognition-based trust, meaning that cognition-based trust is a mediator in the relationship between intellectual stimulation and selection. This has an important implication on the trust in the workplace literature, where, although intellectual stimulation of the leader alone does help in selecting that prospective leader into a high-level position, cognition-based trust plays a vital role in coming to that decision.

Moreover, cognition-based trust played an even more crucial role in the relationship between intellectual stimulation and perceived effectiveness of the prospective leader. Results showed that there was not a significant direct effect of intellectual stimulation on perceived effectiveness, rather, there was only a significant indirect effect through cognition-based trust. This means that intellectual stimulation, which includes actions such as helping employees rethink problems only contributed to them being perceived as effective when raters trusted their competence and capabilities as leaders. This is

interesting because it shows that while individuals would select prospective leaders based on how intellectually stimulating they are, that does not mean that they would perceive them to be effective purely based on that. Perceived effectiveness needs trust, which supports the literature of the importance of trust in organizations (Krot & Lewicka, 2012; Yakovleva et al., 2010; Zhu et al., 2013).

Regarding affect-based trust, and whether it mediates the relationship between individualized consideration and selection of women candidates to a leadership position and the perception of them as effective leaders, as hypothesis 5b stated, results did not support this hypothesis. Individualized consideration and affect-based trust were significantly correlated, as the literature would suggest, since the former is based on spending time with employees, coaching them, mentoring them, and getting to know them on a personal level (Khan et al., 2020), and the latter is founded on a more intimate nature that develops after one gets to know the trustee (McAllister, 1995). Individualized consideration had a significant direct effect on both selection of women into leadership positions and perceived effectiveness of women leaders, which falls in line with social role theory, since women are expected to have nurturing qualities such as mentoring, therefore, when those behaviors align with the societal expectations are consistent with gender roles, this would positively and significantly predict positive outcomes for women leaders, such as, in this case, selection into leadership positions and perceived effectiveness. However, affect-based trust and selection of women into leadership positions were not significantly correlated, nor was affect-based trust and perceived effectiveness of women leaders. Therefore, affect-based trust did not mediate the relationship between individualized consideration of women and selection of women into leadership positions or the perceived effectiveness of women leaders. This result

was unexpected, since trust has been found to be positively associated with positive organizational outcomes. In addition, consistent with gender stereotypes and gender roles, affect-based trust has elements of gender-consistent qualities of women (such as caring and having elements of emotionality), therefore, it would have been expected that as affect-based trust in women increased, so would participants' tendencies to select them and perceive them as effective. This could imply that affect based trust on its own is not sufficient to aid the climb of women leaders in the corporate world.

As for hypothesis 5c, it stated that both cognition-based and affect-based trust would mediate the relationship between idealized influence and each of selection and perceived effectiveness. The significant correlation between idealized influence and each of cognition-based trust and affect-based trust is consistent with the literature, since idealized influence is comprised of attitudes and behaviors rooted in both competence of the leader, such as being a role model to employees and behaving in ways that would be imitated (Valldeneu et al., 2021), which is what cognition-based trust is founded on. These behaviors are also rooted in more personal and intimate relationships between the members of the organization, where the transformational leader would sacrifice their own benefit for the sake of the group (Khan et al., 2020), for example, which relates to affect-based trust. Moreover, the significant correlations between the two types of trust and selection into leadership positions corroborates the importance of the presence of trust in organizations to achieve positive outcomes. As for direct and indirect effects, idealized influence did not have a significant direct effect on selection but did have a significant indirect effect through cognition-based trust, affect-based trust, and through both combined. These results confirm the mediating effect of

trust on the relationship between idealized influence and selection into leadership positions.

As for the second outcome, perceived effectiveness, it was not significantly correlated with affect-based trust, although it was significantly correlated with cognition-based trust. Idealized influence did not have a direct effect on it, nor an indirect effect through affect-based trust alone. However, it did have an indirect effect through cognition-based trust and both types of trust combined. These results are interesting because while they do support the literature about the mediating role of trust on the relationship between leadership style and positive organizational outcomes, they do highlight that one type of trust might play a more principal role in this mediation. They suggest that cognition-based trust, which is the type of trust based on rational judgments, tends to play a more key role in the relationship between this subdimension of transformational leadership and perceptions of effectiveness.

Lastly, this study hypothesized that both types of trust would mediate the relationship between the last subdimension of transformational leadership, inspirational motivation, and two organizational outcomes: selection into leadership positions, and perceived effectiveness of the corporate leader. That is because elements of inspirational motivation, such as setting a vision for the future of the corporation are related to competence, while others, such as encouraging employees to work together and achieve more than they would be able to on their own, are related to being emotionally interlinked. Results were supportive of this hypothesis, where inspirational motivation was significantly correlated with both types of trust, that were in turn significantly correlated with selection into leadership positions. In addition, while inspirational motivation did not have a direct effect on selection, it did have a significant indirect

effect through cognition-based trust, affect-based trust, and both types of trust combined, adding support to the crucial role trust plays in certain organizational outcomes.

However, when it came to certain other organizational outcomes – in particular, perceived effectiveness, results showed that it was not significantly correlated with affect-based trust, rather, with cognition-based trust only, and inspirational motivation did not have a direct effect on it either, nor did it have an indirect effect through affect-based trust alone, but through cognition-based trust and through both types of trust combined. These results mimic those of the previous hypothesis when it came to the mediating role of trust in the relationship between inspirational motivation and perceived effectiveness. While they partially fall in line with the literature, one type of trust seems to play a stronger role in this relationship. It is cognition-based trust, more than it seems to be affect-based trust, that is more important in the relationship between subdimensions of transformational leadership and two organizational outcomes, and that seems to have a bigger role in influencing the decision to select into leadership positions and perceive leaders as effective.

B. Overall Discussion

The results of this study confirm the positive relationship between transformational leadership and selection into leadership positions, as well as perceived effectiveness of the corporate leader. These two organizational outcomes can be added to the steady list of variables that this leadership style is associated with, and highlights which attitudes and behaviors leaders exhibit, which relate to certain subdimensions of this leadership style, are more necessary to achieve these organizational outcomes, while taking into

account the importance of the presence of trust in organizations. In particular, of the four subdimensions of transformational leadership, individualized consideration only had a significant direct effect on selection and perceived effectiveness, and intellectual stimulation had a significant direct effect on selection into leadership positions. This means that these two subdimensions, when present in leaders, would lead to positive outcomes, which portrays their importance. However, idealized influence and inspirational motivation only affected selection into leadership positions and perceived effectiveness when trust in leaders was present. This first highlights the importance of trust in leadership, which falls in line with the literature, and second, sheds a light on which type of trust plays a more important role in these relationships. It is not generalized trust that needs to exist, it is trust that is based on competence of the trustee, in this case, the leader, on previous interactions with them, and on rational judgments made after knowing them. These results fall in line with previous studies that have shown the mediating roles of cognition-based trust on the relationships between transformational leadership and organizational outcomes, such as helping behavior among employees (Zhu & Akhtar, 2014) and highlight that the quality of the relationship between leaders and employees is crucial for the achievement of positive outcomes and attainment of professional goals on the individual and the broader, organizational levels.

C. Limitations and Practical Implications

1. Limitations

There are several limitations that should be considered when interpreting the results of the current study. First, the sample consisted of students, rather than members of the

workforce that corporate organizations are constituted of. This means that if it were conducted using a sample of employees at a corporation in Lebanon, rather than full-time students who are not active members of the business world (yet), the study could have yielded different results. Second, the ratio of men to women participants was not equal; rather, the sample was mainly composed of women participants (n=109) and a mere 34 men. Since this study explored a topic relating to women and how they would be perceived, results could have been affected by a gender bias, where women participants would want to express solidarity and women empowerment. This could be seen in the results, where women participants rated women candidates more favorably than men participants did on the same scales, and men participants gave higher scores to fellow men candidates than did women participants. Moreover, the scope of this study was limited to not just the Lebanese society, which could be constricting enough, but even to a portion of that society represented by AUB students. Even more constricting is the fact that participants were from the psychology department, which tends to be more progressive on gender-related issues. This sample could be unrepresentative of the wider student population in the country, where having a sample from a different program, or a different school in another area, or even having a sample from a different country, could yield different results. Therefore, this could lessen the generalizability of the results to the wider population. Another limitation is the nature of the measures used to conduct this study: the validity of self-report measures could be compromised by a social desirability bias, where participants could have responded in ways they view are more appropriate to the context of the study, rather than their true feelings. A related limitation is the strength of the correlations between transformational leadership scores and total trust as well as affect-based trust for all four candidates. Correlations this high

(e.g. $r = .658$ between transformational leadership and affect-based trust for Sarah Haddad) could indicate that scales are measuring one underlying construct rather than two distinct ones, which would affect the reliability of results. Lastly, while the fictitious candidates and resumes were created carefully and the study was piloted before participants took part in it, they still could have skewed the results.

2. Practical Implications

Despite the limitations that the study possesses, it contains practical implications for organizational psychology and the corporate environment. First, it corroborates the positive relationship between transformational leadership and different organizational outcomes and adds to those outcomes selection into leadership positions and perceived effectiveness of leaders. This highlights the importance of corporate leaders possessing transformational leadership characteristics. In addition, it breaks down transformational leadership into its four subdimensions and explores each in depth, giving more insight about what aspects of this leadership style could be more effective for an individual to be selected into leadership positions, and to be perceived as an effective business leader. Moreover, this study highlights the importance of trust in order to achieve positive organizational outcomes, just as many other studies do, but this one also breaks trust down into its two types, cognition-based, and affect-based, and explores how each alone and how both combined influence selection into leadership positions as well as perceived effectiveness of leaders. It implies that one type of trust in leaders, cognition-based trust, may be more necessary for the achievement of certain positive outcomes, which falls in line with the foundations of cognition-based trust, as it relates to competence. Therefore, the results of the study imply that transformational leadership

and trust – especially cognition-based trust, could play a role in decreasing the discrepancy between men and women in the workplace, in particular, in executive and senior levels of organizations. These results also imply that the quality of the relationship between leader and employee is important to achieve goals both for employees and leaders themselves, which highlights the necessity of having frequent positive interactions between the two parties, that would lead to the selection of these leaders into higher-level positions and perceived as effective, and would potentially improve employees' performance and well-being as well, as suggested in role exchange theory.

However, the preference of married prospective leaders over single ones implies that societal roles and stereotypes remain salient, and for prospective business leaders to succeed and achieve, they would need to adhere to and comply with those gender roles and stereotypes, as was seen by the selection and higher perceived effectiveness of married candidates with children. In addition, particularly for women leaders, who continue to be underrepresented in the business world, this study serves as a stepping-stone to further explore the possible role of lack of trust in women in the corporate world, which could hinder them from getting to higher echelons of the business environment. While the level of trust in women prospective leaders was higher, the lack of translation of this trust into selection into leadership positions and perceived effectiveness as compared to men highlights the possibility that the trust is restricted to the congruence of gender roles and accompanying stereotypes of women, a general trust in women based on the expected characteristics they are attributed. However, in a domain-specific case – the men-dominated corporate world – women could still be less trusted. Moreover, the higher selection and perceived effectiveness of women

candidates by women participants implies that when given the chance to select leaders, they would select fellow women, which highlights the importance of having women participate in and be part of leader selection committees in order to ensure that they are represented and chosen. This would in turn decrease the discrepancy between men and women in leadership positions and give women hope and motivation that they will as well be selected when they would be right for the position and perceived just as effectively as men leaders would be in similar situations.

D. Future Directions

The current study examined the roles of trust and transformational leadership on selection into leadership positions and perceived effectiveness of leaders in Lebanon, by utilizing a small sample of AUB psychology students and administering self-report measures to test our variables. This study yielded interesting and at times, unexpected results, and could serve as a stepping-stone for future research to be conducted on the topic on a much less limited scope. For instance, the study could be replicated on a much bigger sample, as well as on a sample of current professionals in the corporate environment in Lebanon, rather than a small sample of students. In addition, future studies should be piloted on larger samples to affirm reliability and validity, and administered in ways to ensure anonymity, to account for social desirability bias.

Moreover, future research should delve deeper into the possible role of lack of trust as a barrier to women in the workplace, and how it interacts with other variables, such as gender roles and associated stereotypes to create this barrier. This study showed that while trust was higher in women than in men, this was not translated into their selection or perceived effectiveness. Rather, trust was more general and related to social

stereotypes and gender roles, rather than trust in women's competence to achieve and reach high echelons of the corporate world. Exploring this notion in more depth would aid in having a better understanding of the underpinnings of leadership in the business world, especially the Middle Eastern and Lebanese one, which would lead to taking necessary steps to reduce the barriers between men and women in the workplace. For example, a qualitative study could be conducted to explore the reasons why there could be a lack of trust in women in leadership positions, where both women and men participants could be asked about their perspectives on the topic. It would be interesting to uncover possible underlying cultural or gender-related factors that lead to a lack of trust in women in high-level organizational settings. On an even wider scope, this study could be replicated in Western societies that do not have the same social and organizational structure and see if trust levels differ in more individualistic societies where gender roles and stereotypes are not as salient as they are in our cultural context. Studies should also explore the possible important role of cognition-based trust, when investigating the role of trust in organizations in general and specifically in leaders – women and men. This could be done by, for example, experimentally manipulating cognition-based trust and seeing its possible downstream effects. Uncovering its importance would not only confirm the role of trust in organizations, but building it would also result in positive outcomes on the personal level between employees and leaders, as well as on the organizational level as a whole.

E. Conclusion

In conclusion, this study is the first to experimentally examine the roles of trust and transformational leadership in the selection into leadership positions and perceived

effectiveness of women corporate leaders in Lebanon. Our results showed positive correlations between trust, transformational leadership, and the two outcomes, and a mediating role of trust, especially cognition-based trust, on the relationships between the subdimensions of transformational leadership and each of selection into leadership positions and perceived effectiveness. They also showed a significant effect of stereotype-consistent gender roles on these outcomes. And while trust in women leaders was not significantly lower than trust in men in our study, it is worthy to further explore how trust might interplay with other variables that create these barriers to women. That way, organizations can learn how to reduce these barriers, and the discrepancy between men and women in the workplace, by trusting women not only with their babies, but also their business.

APPENDIX I

INFORMATION SHEET

“Business Leaders in Lebanon and the Different Roles They Are Expected to Perform”

We are asking you to participate in a **research study** about business leaders in Lebanon and the different roles they are expected to perform. Approximately 150 AUB students are needed to participate in this study. In order to be able to participate, you will need to be capable of completing the following survey on your own, be at least 18 years old, and be registered in a psychology course at AUB. If you meet these eligibility requirements, please read the information below and feel free to ask any questions that you may have.

A. Project Description

- 1.** In this study, you will be asked to fill a brief demographic questionnaire. Then, you will read a short job advertisement for a vacant position at a consulting company and be presented with a candidate’s résumé and notes about this candidate. You will answer the questions about this candidate and rate how likely you are to select this candidate into the position, and how effective you perceive they will be if they got the job. You will be asked to evaluate four candidates. Please pay attention to the details provided about each candidate, as they will help you with your evaluations. Please note that you can only access this survey once, so it cannot be saved and resumed, rather it should be completed in one sitting.
- 2.** The estimated time to complete this study is approximately thirty (30) minutes.
- 3.** This research is being conducted with the goal of publication as a Masters thesis, in academic journals, as well as in local and international academic presentations and conferences.
- 4.** Your responses will be completely anonymous and individual responses will not be shared with other researchers or put in any public archives.
- 5.** There is no monetary reward for participating in this study. However, you will receive **1 point on your final course grade**. At the end of the

survey before you submit it, you will be asked to generate a unique code and safekeep it for later use. After generating your unique code, you will submit your survey and **present this unique code to your instructor** as confirmation that you have participated in this study. We kindly ask that even upon submitting your code to your instructor, keep it with you as you might use it at a later stage. **If you are accessing this study through Moodle, please submit your code to Dr. May Awaida, the Psychology Pool Coordinator.** There is no way for us to trace your responses to your name or email. We will only keep a log of the codes that we will also present to the instructors then discard. In addition, make sure to not share your unique code with anyone, and save it in a secure place to access it at a later date. If you wish to get the extra credit but do not want to take this survey, you can write a brief report on an article from a psychological journal and submit it to your instructor or you can ask your instructor about other studies that may be completed instead (the latter option depends on the availability of other studies and the approval of your instructor). Please note that even if you received the survey from several instructors, you will only receive extra credit for one course of your choice.

6. Please be advised that the information you are receiving about this study is not complete, and that you will be debriefed on the full aims of the study upon completion.

B. Risks and Benefits

Your participation in this study does not involve any physical risk or emotional risk to you beyond the risks of daily life. You have the right to withdraw your consent or discontinue participation at any time and for any reason. Your decision to withdraw will not involve any penalty or loss of benefits to which you are entitled. Discontinuing participation in no way affects your relationship with AUB.

You will receive no direct benefits from participating in this study other than the 1 point on your final course grade; however, your participation will help researchers better understand the psychology of organizational behavior.

C. Confidentiality

The results of **your participation will be kept confidential, and your responses will be anonymous.** Only information that cannot be traced to you will be used in reports or manuscripts published or presented by the director or investigator, and your name and other identifying information will not be available for us to use in our reports or published papers. The data collected will be kept in private on an online drive, and only the

principal investigator and the co-investigator will have access to it. All data will be deleted after a minimum period of three years after the publication of the thesis. Individual data will not be published; only group-aggregated data will be analyzed. Data will be monitored and may be audited by the Institutional Review Board while assuring confidentiality.

D. Contact Information

- 1) If you have any questions or concerns about the research you may contact:

Dr. Vivienne Badaan
American University of Beirut
Beirut

Telephone: 01350000 ext. 4366

Email: vb14@aub.edu.lb

Rita Maksoud
American University of

Telephone: 71- 862285

Email: rjm19@mail.aub.edu

- 2) If you have any questions, concerns, or complaints about your rights as a participant in this research, you may contact the following office at AUB:

Social & Behavioral Sciences Institutional Review Board
IRB@aub.edu.lb or 01-350000 ext: 5454/5445

E. Participation Rights

Participation in this study is completely voluntary. You have the right to ask any question you may have about this study and about the procedures used in it. You are free to leave the study at any time without penalty, and can withdraw your responses after debriefing as well. Your refusal to participate or your withdrawal from the study will involve no loss of benefits to which you are otherwise entitled nor will it affect your relationship with AUB/AUBMC or your instructor.

A copy of this information sheet will be kept with all participants in this study. This copy is attached to the email and is labeled "Information Sheet".

APPENDIX II

SURVEY QUESTIONS

DEMOGRAPHIC INFORMATION

Sex: Male

Female

Other, please specify

Age (in years):

Directions: Please read the following scenario then answer the following questions and rate how accurate you perceive the statements that follow about each applicant to be. Pay attention to the details presented in different applicants' resumes and interviewer's notes, as they will help your evaluations be more precise.

CASE:

RJM is a regional consulting company that focuses on audit, financial advisory, tax, and consulting services. It is one of the top consulting companies in the Arab Middle East, employing over 8,000 professionals across Lebanon, the United Arab Emirates, Jordan, and Saudi Arabia, and offers career opportunities in the areas of consulting, accounting and finance, HR and recruitment, administrative, and insurance. RJM offers a challenging work environment with top-notch training programs and excellent employee benefits. Employees are chosen meticulously to make sure the company provides optimal services and maintains its leading status in the area.

In July 2021, Tarek Assi, the company's Director of Operations, retired after 20 years of diligent work. His position included overseeing organizational processes, monitoring and evaluating processes and developing strategies that increase productivity. He also oversaw different departments, worked with and supervised their operations managers. After his retirement, the Director of Operations position, one that evidently needs rigorous and constant work has become open, and four applicants have reached the final stages of recruitment. After an initial interview with an HR representative, you have been assigned to (1) carefully examine each candidate's resume and interviewer's notes sheet that will familiarize you with the applicants, evaluate the applicants on a number of dimensions, (2) rate how suitable each applicant is for this leadership position, and (3) rate how effective of a leader you believe each applicant would be.

APPLICANT 1

RESUME:

Name: Sami Fadel

Age: 37 years

Education:

2009 - BS in Business Administration from the American University of Beirut– Dean's honor list

2011 – MSc Strategic Management from HEC Paris

Previous Work Experience:

Quality Assurance – Production Manager

LCA Corporation - September 2011 – April 2016

Responsibilities:

- Monitoring the production process and making periodic checks.
- Managing line efficiencies, key performance indicators, while maintaining labor budgets.
- Responsible for 12 employees and 1 manager in the annual production of about 500,000 products at LCA.

Director of Operations – Finance

LCA Corporation – April 2016 – June 2021

Responsibilities:

- Created and implemented new operating procedures across the company.
- Leading combat engineers in the company's foreign policy.
- Planning and leading complex and high-risk combat engineering operations.
- Responsible for managers and employees across 4 departments.

Skills:

- Excellent verbal and written communications skills
- Public speaking
- Creativity skills, able to come up with novel solutions to problems
- Organization and time-management skills
- Leading operations and individuals to reach a certain goal

INTERVIEWER'S NOTES

Name: Sami Fadel

Sex: Male

Age: 37 years

Marital status: Married

Sami is a husband and father to two girls, ages 5 and 7, and is determined to make sure he is attentive, assertive, and motivating to both the employees he is responsible for and his family. He dedicates his 10-to-12-hour workdays to initiating and implementing procedures and making sure the employees are following suit, and by dedicating a couple of hours every week to listen to employees' requests and trying to keep them motivated and giving them feedback and rewarding them when appropriate.

Hobbies and Activities:

- Reading
- Working out
- Hanging out with friends and family

What is this applicant's marital status?

- Single
- Married
- Divorced
- Other

What is this applicant's gender?

- Man
- Woman

- Other

Where did this applicant go to university for his graduate degree?

- American University of Beirut
- HEC Paris
- London Business School

Which of the following is one of the applicant's hobbies?

- Cooking
- Reading
- Watching TV

Based on the presented resume and interviewer's notes, please assess how frequently you think Sami would engage in each of the following behaviors if he were to get the position of Director of Operations, where 1 refers to not at all while 5 refers to very frequently.

Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not always
1	2	3	4	5

Instills pride in employees for being associated with him.	1	2	3	4	5
Articulates a compelling vision.	1	2	3	4	5
Expresses confidence on goal achievement.	1	2	3	4	5
Seeks different perspectives in problem solving.	1	2	3	4	5
Suggests new ways to completing the work.	1	2	3	4	5
Spends time on training and coaching.	1	2	3	4	5
Treats employees as individuals rather than members of a group.	1	2	3	4	5
Considers that employees have different needs/abilities/aspirations.	1	2	3	4	5
Goes beyond self-interest for the good of the staff.	1	2	3	4	5
Helps employees develop their strengths.	1	2	3	4	5
Displays sense of power and confidence in employees.	1	2	3	4	5
Specific importance of having a strong sense of purpose.	1	2	3	4	5
Emphasizes importance of group's mission.	1	2	3	4	5
Talks optimistically about the future.	1	2	3	4	5

Based on the presented résumé and interviewer’s notes, please indicate your agreement or disagreement on the following statements about Sami as a potential new Director of Operations, from 1 – 5, where 1 refers to strongly disagree and 5 refers to strongly agree.

Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
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1. He will have a sharing relationship with employees. They can all freely share feelings, ideas, and hopes.	1	2	3	4	5
2. Employees can talk freely about difficulties they are having at work and they know he will want to listen.	1	2	3	4	5
3. Employees will be able to make emotional investments in the working relationship.	1	2	3	4	5
4. He will approach his job with professionalism and dedication.	1	2	3	4	5
5. Given his track record, I see no reason to doubt his competence and preparation for the job.	1	2	3	4	5
6. Most people who might interact with him, even those who aren’t close with him, will view him as trustworthy.	1	2	3	4	5

Now, please rate how likely it is for you to select Sami Fadel to be the new Director of Operations, where 1 refers to not likely at all, and 5 refers to very likely to be the candidate chosen.

Not likely at all	Not likely	Neutral	Likely	Very likely
1	2	3	4	5

Now, please rate how effective you think Sami Fadel would be if he were chosen as the new Director of Operations, where 1 refers to not effective at all, and 5 refers to extremely effective.

Not effective at all	Not effective	Neutral	effective	Extremely effective
1	2	3	4	5

APPLICANT 2

RESUME:

Name: Lana Daou

Age: 38 years

Education:

2008 – BS in Business Administration from the American University of Beirut – Dean’s honor list

2010 – MSc in Analytics and Management from the London Business School

Previous Work Experience:

Production manager and Quality Assurance manager

LAZE corporation – January 2011 – December 2016

Responsibilities:

- Analyze, review, and implement recommendations for improvement in the production lines.
- Managing line efficiencies, key performance indicators, while maintaining labor budgets.
- Responsible for the employees in the production lines of different LAZE products while working closely with and coordinating with other managers.

Director of Operations

LAZE corporation – January 2017 – June 2021

Responsibilities:

- Creating, planning, and leading new operating procedures across the company.
- Leading department managers and employees across the company’s departments.
- Analyzing, reviewing, and implementing recommendations for improvement across all operation areas.
- Initiating and developing strategic operations, leading complex operations, and managing success by operation completion and high revenue.

Skills:

- Excellent verbal and written communication skills
- Maintaining a high motivational level under pressure
- Organization and time-management skills
- Leading and inspiring team members while reaching different goals
- High interpersonal skills

INTERVIEWER’S NOTES

Name: Lana Daou

Sex: Female

Age: 38 years

Marital status: Married

Lana is a dedicated wife and mother to her 5-year-old son and 3-year-old daughter. She balances her work and family life by spending her 10-hour workday at the company, making sure the job gets done, while motivating her employees, and engaging their mental stimulation by helping them rethink work obstacles to reach a solution, and find meaning in their job. She dedicates time to personally listen to and support each individual employee and goes home to listen to support her family.

Hobbies and Activities:

- Going out with friends and colleagues
- Going to the gym
- Travelling

What is this applicant's gender?

- Man
- Woman
- Other

Where did this applicant go to university for her graduate degree?

- London Business School
- HEC Paris
- American University of Beirut

What is this applicant's marital status?

- Single
- Married
- Divorced
- Other

Which of the following is one of the applicant's hobbies?

- Going out with friends
- Reading
- Cooking

Based on the presented resume and interviewer’s notes, please assess how frequently you think Lana would engage in each of the following behaviors if she were to get the position of Director of Operations, where 1 refers to not at all while 5 refers to very frequently.

Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not always
1	2	3	4	5

Instills pride in employees for being associated with her.	1	2	3	4	5
Articulates a compelling vision.	1	2	3	4	5
Expresses confidence on goal achievement.	1	2	3	4	5
Seeks different perspectives in problem solving.	1	2	3	4	5
Suggests new ways to completing the work.	1	2	3	4	5
Spends time on training and coaching.	1	2	3	4	5
Treats employees as individuals rather than members of a group.	1	2	3	4	5
Considers that employees have different needs/abilities/aspirations.	1	2	3	4	5
Goes beyond self-interest for the good of the staff.	1	2	3	4	5
Helps employees develop their strengths.	1	2	3	4	5
Displays sense of power and confidence in employees.	1	2	3	4	5
Specific importance of having a strong sense of purpose.	1	2	3	4	5
Emphasizes importance of group’s mission.	1	2	3	4	5
Talks optimistically about the future.	1	2	3	4	5

Based on the presented résumé and interviewer’s notes, please indicate your agreement or disagreement on the following statements about Lana as a potential new Director of Operations, from 1 – 5, where 1 refers to strongly disagree and 5 refers to strongly agree.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

1. She will have a sharing relationship with employees. They can all freely share feelings, ideas, and hopes.	1	2	3	4	5
2. Employees can talk freely about difficulties they are having at work and they know he will want to listen.	1	2	3	4	5
3. Employees will be able to make emotional investments in the working relationship.	1	2	3	4	5
4. She will approach her job with professionalism and dedication.	1	2	3	4	5

5. Given her track record, I see no reason to doubt her competence and preparation for the job.	1	2	3	4	5
6. Most people who might interact with her, even those who aren't close with her, will view her as trustworthy.	1	2	3	4	5

Now, please rate how likely it is for you to select Lana Daou to be the new Director of Operations, where 1 refers to not likely at all, and 5 refers to very likely to be the candidate chosen.

Not likely at all	Not likely	Neutral	Likely	Very likely
1	2	3	4	5

Now, please rate how effective you think Lana Daou would be if she were chosen as the new Director of Operations, where 1 refers to not effective at all, and 5 refers to extremely effective.

Not effective at all	Not effective	Neutral	effective	Extremely effective
1	2	3	4	5

APPLICANT 3

RESUME:

Name: Sara Haddad

Age: 38 years

Education:

2011 – BS in business administration from the Lebanese American University – with distinction

2013– Master of Business Administration from the Lebanese American University

Previous work experience:

Administrative Services Manager

LCA corporation – October 2013 – December 2020

Responsibilities:

- Supervising and leading a technical staff of six employees providing services in payroll, return-to-work, training, and performance management.
- Managing, developing, and implementing different administrative policies and procedures across the corporation.

- Providing recommendations for promotions, annual increases, and bonuses by coordinating with the corporation's different managers.
- Providing support to other project/program managers for implementing business system changes.
- Applying knowledge of administrative and business processes, personnel management, and budgetary controls.

Skills:

- Excellent verbal and written communications skills
- Excellent time-management and organization skills
- Works well under pressure to ensure getting the job done
- Uninterrupted focus on the job, and good at multitasking

INTERVIEWER'S NOTES

Name: Sarah Haddad

Sex: Female

Age: 38 years

Marital status: Single

Sarah is a hardworking executive assistant who has decided to dedicate her life to her career. She has maintained courteous relationships with her peers at her old job, where she was valued and respected because she was well-focused and worked well under pressure to reach different goals. She is keen on developing her career and on taking the next step, by assuming a stronger leadership position.

Hobbies and Activities:

- Watching TV
- Hanging out with friends
- Reading thrillers

What is this applicant's gender?

- Man
- Woman
- Other

Where did this applicant go to university for her graduate degree?

- Lebanese American University
- American University of Beirut
- Notre Dame University

What is this applicant's marital status?

- Single

- Married
- Divorced
- Other

Which of the following is one of the applicant’s hobbies?

- Traveling
- Reading thrillers
- Working out

Based on the presented resume and interviewer’s notes, please assess how frequently you think Sarah would engage in each of the following behaviors if she were to get the position of Director of Operations, where 1 refers to not at all while 4 refers to very frequently.

Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not always
1	2	3	4	5

Instills pride in employees for being associated with her.	1	2	3	4	5
Articulates a compelling vision.	1	2	3	4	5
Expresses confidence on goal achievement.	1	2	3	4	5
Seeks different perspectives in problem solving.	1	2	3	4	5
Suggests new ways to completing the work.	1	2	3	4	5
Spends time on training and coaching.	1	2	3	4	5
Treats employees as individuals rather than members of a group.	1	2	3	4	5
Considers that employees have different needs/abilities/aspirations.	1	2	3	4	5
Goes beyond self-interest for the good of the staff.	1	2	3	4	5
Helps employees develop their strengths.	1	2	3	4	5
Displays sense of power and confidence in employees.	1	2	3	4	5
Specific importance of having a strong sense of purpose.	1	2	3	4	5
Emphasizes importance of group’s mission.	1	2	3	4	5
Talks optimistically about the future.	1	2	3	4	5

Based on the presented résumé and interviewer’s notes, please indicate your agreement or disagreement on the following statements about Sarah Haddad as a potential new Director of Operations, from 1 – 5, where 1 refers to strongly disagree and 5 refers to strongly agree.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

1. She will have a sharing relationship with employees. They can all freely share feelings, ideas, and hopes.	1	2	3	4	5
2. Employees can talk freely about difficulties they are having at work and they know he will want to listen.	1	2	3	4	5
3. Employees will be able to make emotional investments in the working relationship.	1	2	3	4	5
4. She will approach his job with professionalism and dedication.	1	2	3	4	5
5. Given her track record, I see no reason to doubt her competence and preparation for the job.	1	2	3	4	5
6. Most people who might interact with her, even those who aren't close with her, will view her as trustworthy.	1	2	3	4	5

Now, please rate how likely it is for you to select Sarah Haddad to be the new Director of Operations, where 1 refers to not likely at all, and 5 refers to very likely to be the candidate chosen.

Not likely at all	Not likely	Neutral	Likely	Very likely
1	2	3	4	5

Now, please rate how effective you think Sarah Haddad would be if she were chosen as the new Director of Operations, where 1 refers to not effective at all, and 5 refers to extremely effective.

Not effective at all	Not effective	Neutral	effective	Extremely effective
1	2	3	4	5

APPLICANT 4

RESUME:

Name: Samer Farah

Age: 37 years

Education:

2010 – BS in business administration from the American University of Beirut

2013 – Master's in business administration from the Lebanese American University

Previous Work Experience:

Production Manager

KPM Productions – September 2013 – July 2021

Responsibilities:

- Monitoring production process and making periodic checks.
- Adjusting equipment or work practices according to operating procedures.
- Responsible for a number of employees in the production department and coordinating with different managers across the company in order to reach different goals.
- Acting as director of operations when the Director of operations is unavailable.
- Analyzing, reviewing, and implementing recommendations for improvement in the production lines.

Skills:

- Excellent written and verbal communication skills
- High motivational level
- High organizational and time-management skills
- Quick-thinking and solution-oriented

INTERVIEWER'S NOTES

Name: Samer Farah

Sex: Male

Age: 37 years

Marital status: Single

Samer is hard-working production manager who makes sure his department is working well and delivering the job excellently. He is assertive and will spend his days making sure his employees are working to the best of their abilities, while he does the same. He gives little feedback as he has developed efficient working strategies and evaluates the work accordingly.

Hobbies and Activities:

- Going for walks
- Working out
- Travelling

What is this applicant's marital status?

- Single
- Married
- Divorced
- Other

Where did this applicant go to university for his graduate degree?

- Notre Dame University

- American University of Beirut
- Lebanese American University

Which of the following is one of the applicant’s hobbies?

- Working out
- Cooking
- Watching TV

What is this applicant’s gender?

- Man
- Woman
- Other

Based on the presented resume and interviewer’s notes, please assess how frequently you think Samer would engage in each of the following behaviors if he were to get the position of Director of Operations, where 1 refers to not at all while 5 refers to very frequently.

Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not always
1	2	3	4	5

Instills pride in employees for being associated with him.	1	2	3	4	5
Articulates a compelling vision.	1	2	3	4	5
Expresses confidence on goal achievement.	1	2	3	4	5
Seeks different perspectives in problem solving.	1	2	3	4	5
Suggests new ways to completing the work.	1	2	3	4	5
Spends time on training and coaching.	1	2	3	4	5
Treats employees as individuals rather than members of a group.	1	2	3	4	5
Considers that employees have different needs/abilities/aspirations.	1	2	3	4	5
Goes beyond self-interest for the good of the staff.	1	2	3	4	5
Helps employees develop their strengths.	1	2	3	4	5
Displays sense of power and confidence in employees.	1	2	3	4	5
Specific importance of having a strong sense of purpose.	1	2	3	4	5
Emphasizes importance of group’s mission.	1	2	3	4	5
Talks optimistically about the future.	1	2	3	4	5

Based on the presented résumé and interviewer’s notes, please indicate your agreement or disagreement on the following statements about Samer as a potential new Director of Operations, from 1 – 5, where 1 refers to strongly disagree and 5 refers to strongly agree.

Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
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1. He will have a sharing relationship with employees. They can all freely share feelings, ideas, and hopes.	1	2	3	4	5
2. Employees can talk freely about difficulties they are having at work and they know he will want to listen.	1	2	3	4	5
3. Employees will be able to make emotional investments in the working relationship.	1	2	3	4	5
4. He will approach his job with professionalism and dedication.	1	2	3	4	5
5. Given his track record, I see no reason to doubt his competence and preparation for the job.	1	2	3	4	5
6. Most people who might interact with him, even those who aren't close with him, will view him as trustworthy.	1	2	3	4	5

Now, please rate how likely it is for you to select Samer Farah to be the new Director of Operations, where 1 refers to not likely at all, and 5 refers to very likely to be the candidate chosen.

Not likely at all	Not likely	Neutral	Likely	Very likely
1	2	3	4	5

Now, please rate how effective you think Samer Farah would be if he were chosen as the new Director of Operations, where 1 refers to not effective at all, and 5 refers to extremely effective.

Not effective at all	Not effective	Neutral	effective	Extremely effective
1	2	3	4	5

People vary in the amount they pay attention to these kinds of surveys. Some take them seriously and read each question, whereas others go very quickly and barely read the questions at all. If you have read this question carefully, please select 5 and write the word yes in the blank box below labeled other.

- 1
- 2
- 3

- 4
- 5
- Other:

Please generate a 6-digit numeric code and keep this code with you for later use. Please avoid using all repeated or consecutive numbers.

APPENDIX III

DEBRIEFING DOCUMENT

(The debriefing document was sent to the participants after the data collection was completed via Email)

Dear students,

Kindly read the following information regarding the study in which you previously participated, that claimed to explore business leaders in Lebanon and the different roles they are expected to perform.

A. Real purpose of the study, experimental conditions, and hypothesis

The study in which you had participated is titled “The Roles of Trust and Transformational Leadership in the Selection Into Leadership Positions and Perceived Effectiveness of Women Leaders in Business in Lebanon”. It examines whether there is a lack of trust in women leaders in the business world as compared to their men counterparts, and if this lack of trust leads to the lack of selection of women into leadership positions and the perception that they are less effective leaders. Therefore, it examines whether trust creates a barrier to women to attain and maintain high-status jobs in the corporate world. In addition, the study explores how aspects of transformational leadership, which is a leadership style associated with several positive organizational outcomes and that has been shown to be high in women, might interplay with trust to affect the selection and perception of women leaders. As such, please consider the following points:

- 1) The advertised position, as well as the company and the four candidates and their résumés and information were all fictional and have been created for the sake of this study.
- 2) The creation of two men and two women candidates with similar qualifications was necessary to evaluate whether participants would rate men more positively irrespective of qualifications.
- 3) The “Hobbies and Activities” section in the “Interviewers Notes” was simply to make the candidates more realistic and to decrease the focus on the demographic information (including family status), which was used to evaluate whether stereotype-consistent gender roles had an effect on participants’ responses.

The study’s real intent and its experimental design had to be hidden from you; being aware of the real aim of the study and its design, while filling the questionnaire, might have influenced your answers, and therefore, invalidated the research. The necessity for using deception in this study was because we needed participants’ answers and evaluations to be **as honest as possible. Deception was NOT intended to embarrass anyone.**

The research team apologizes for using deception. We hope that you understand the need for the use of deception now that the purpose of the study has been more fully explained to you.

B. IMPORTANT: Withdrawal from the study

The real reason why you were asked to safekeep your unique codes given to you in the survey was to give you the opportunity to withdraw your responses from the study after finding out the real aim of the study. Your unique codes are not tied to your names or emails. However, they are tied to your responses. If you wish to withdraw your responses at this point, kindly re-present your code to your instructor so we could withdraw your responses. All responses associated with these codes will be deleted from our data. Rest assured, there is **no way** to find out which student submitted which code. Therefore, we will not know who withdrew their responses. Students who withdraw their responses **will not** lose the extra point that they had gained for the course of their choice.

C. Contact Information

This study is part of a master's student's thesis project. A summary of this research project, and of its results once completed, will be available upon request. **To request a summary, please feel free to contact Dr. Vivienne Badaan (vb14@aub.edu.lb).** Finally, **if you have questions about your rights as a participant in this research project, or if you feel that you have been placed at risk, then you may contact the AUB Social & Behavioral Sciences Institutional Review Board (SBSIRB) at AUB: 01- 350 000 Ext. 5445 or 5454 or irb@aub.edu.lb.**

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Because there is a chance that other students might participate in this study if need be, please do not tell anyone about the deception used in this study. If other students find out what we are really studying and then participate in our experiment, we will not be able to trust the results of the experiment because their responses can be biased.

APPENDIX IV

HISTOGRAMS

Figure 5. Histogram of Transformational Leadership - Sami Fadel

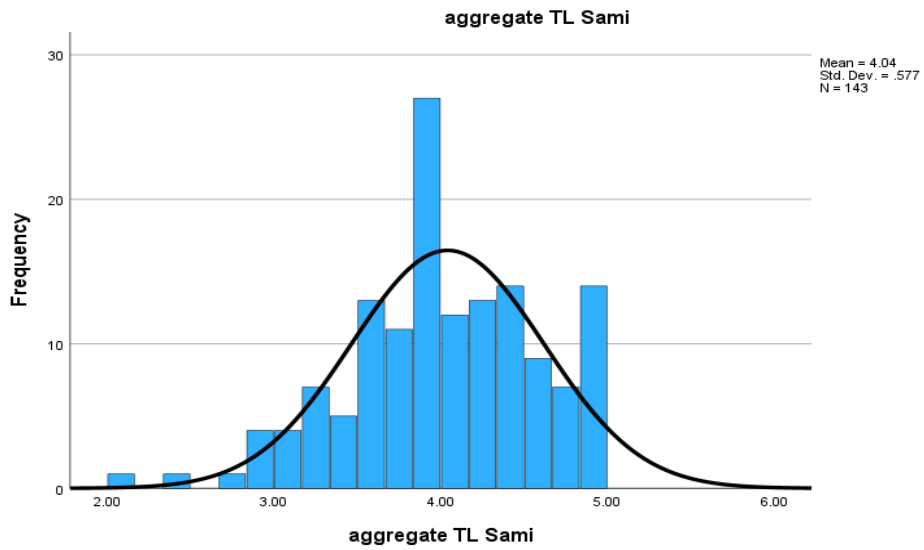


Figure 6. Histogram of Transformational Leadership - Lana Daou

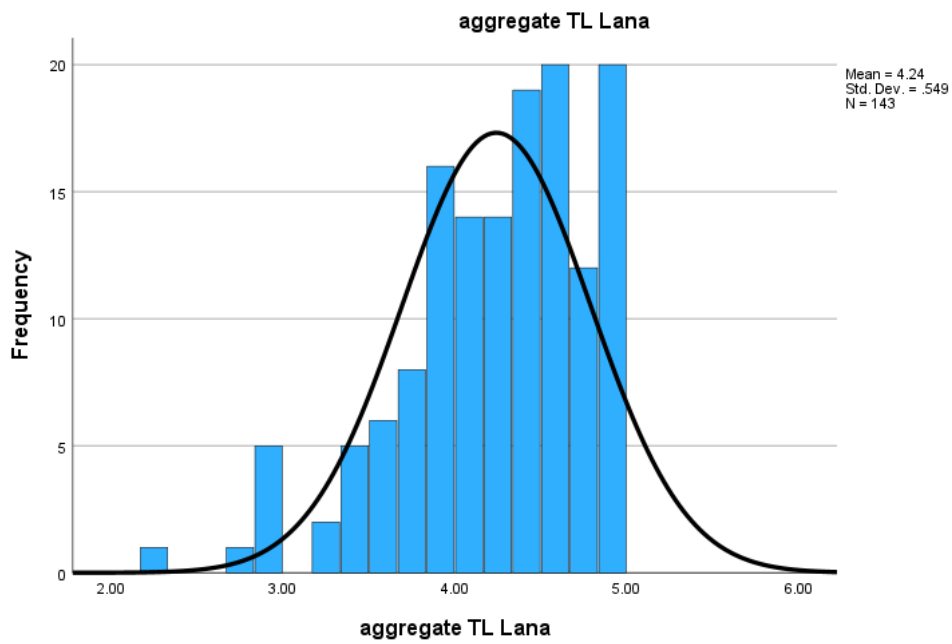


Figure 7. Histogram of Transformational Leadership - Sarah Haddad

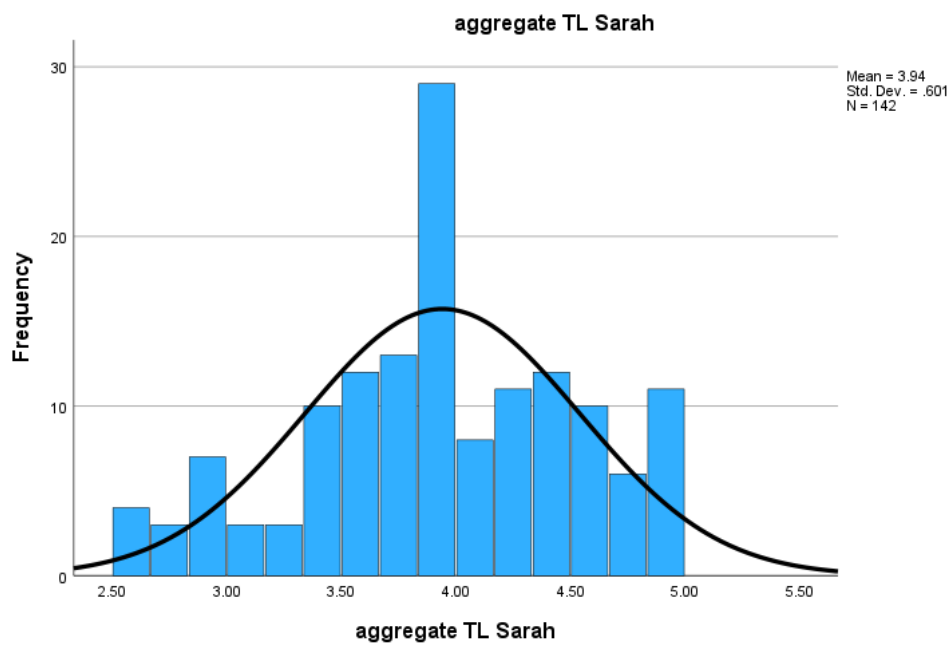


Figure 8. Histogram of Transformational Leadership - Samer Farah

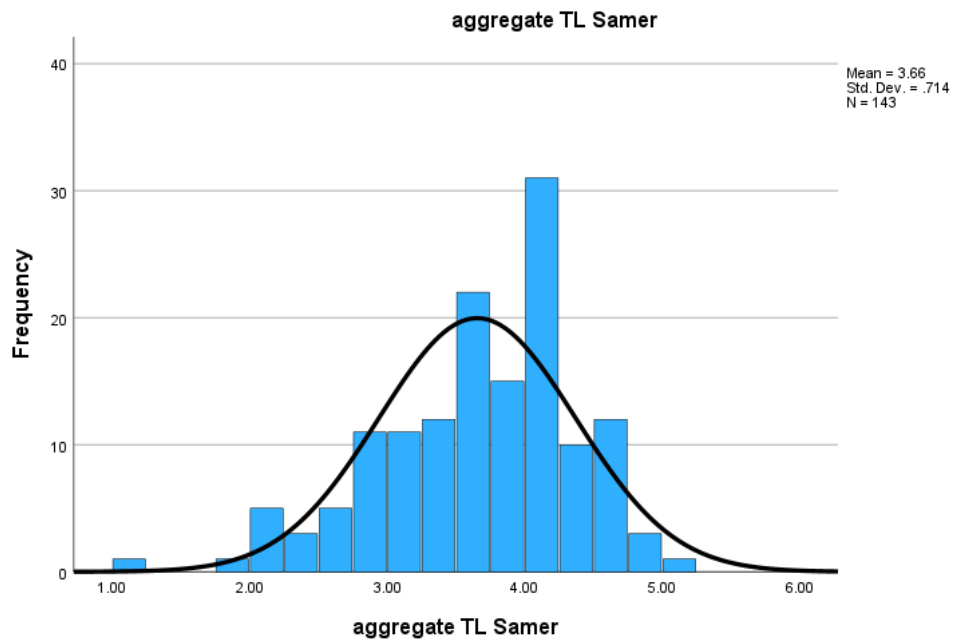


Figure 9. Histogram of Total Trust - Sami Fadel

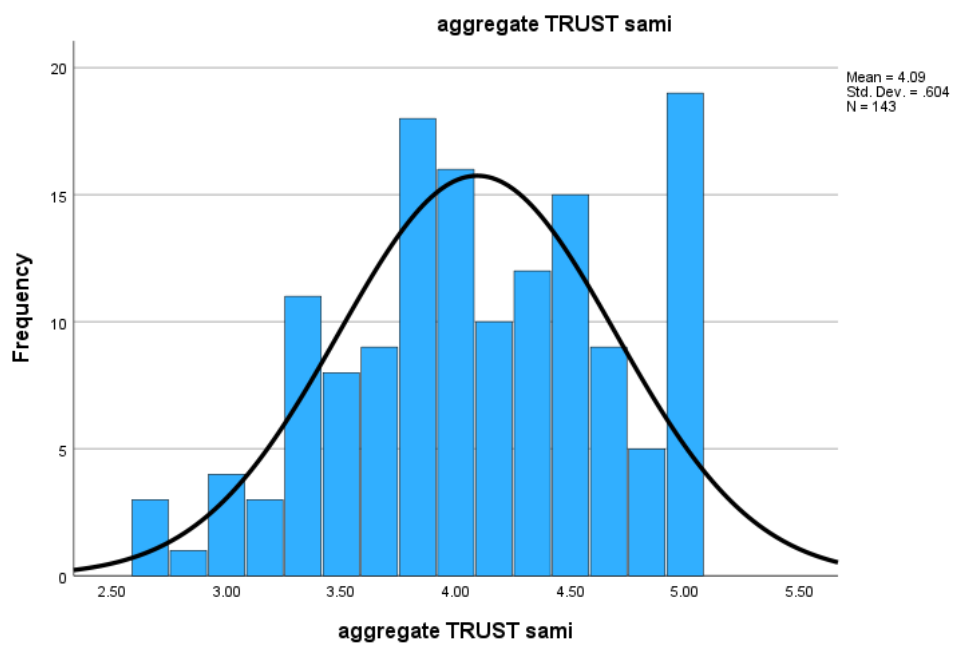


Figure 10. *Histogram of Affect-Based Trust - Sami Fadel*

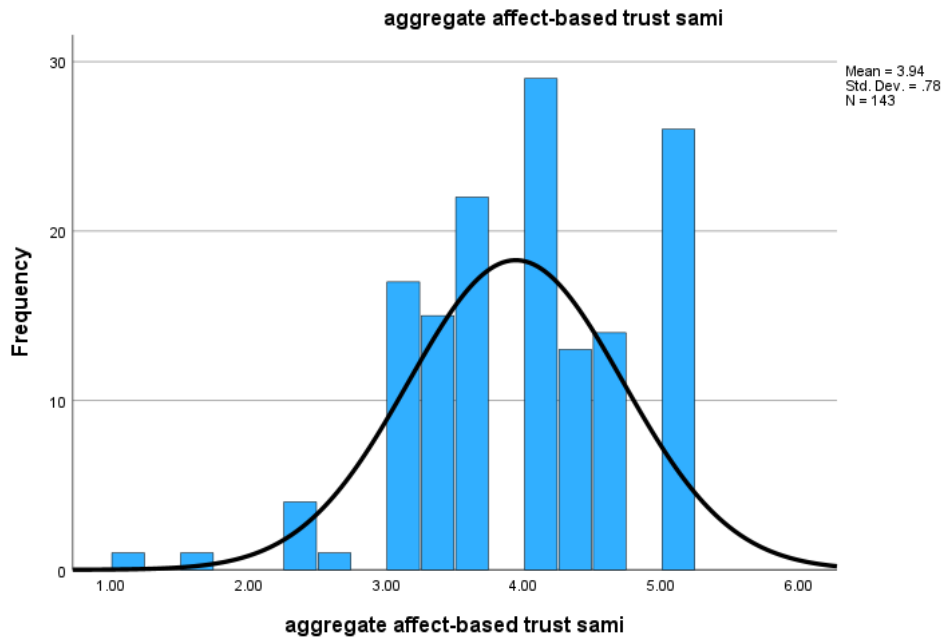


Figure 11. *Histogram of Cognition-Based Trust - Sami Fadel*

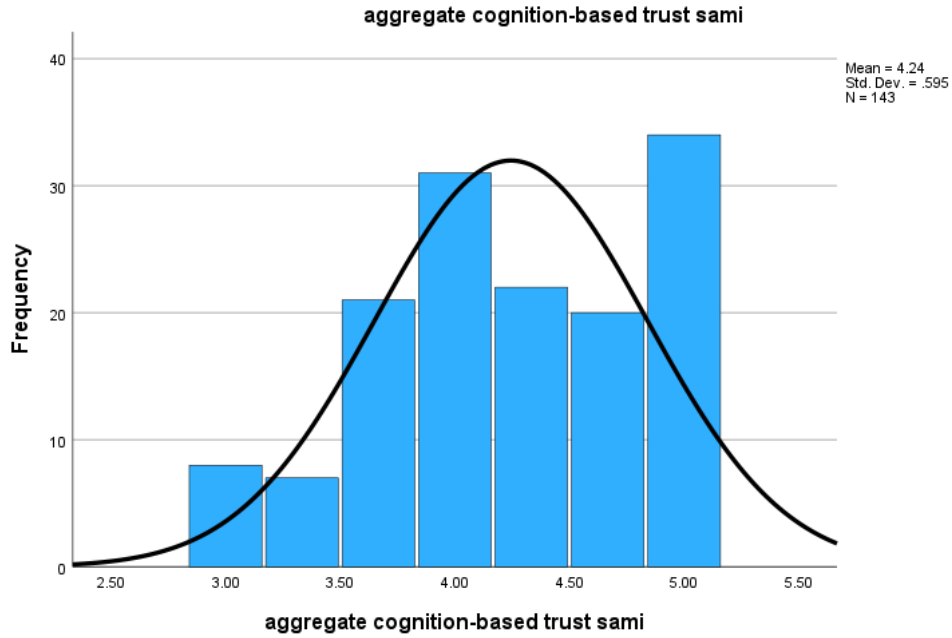


Figure 12. Histogram of Total Trust - Lana Daou

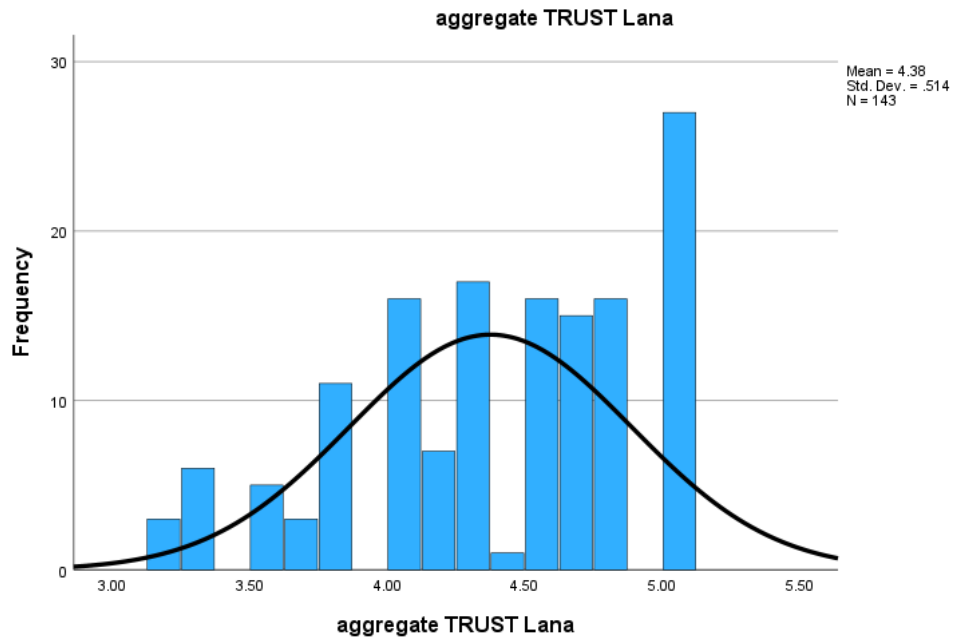


Figure 13. Histogram of Affect-Based Trust - Lana Daou

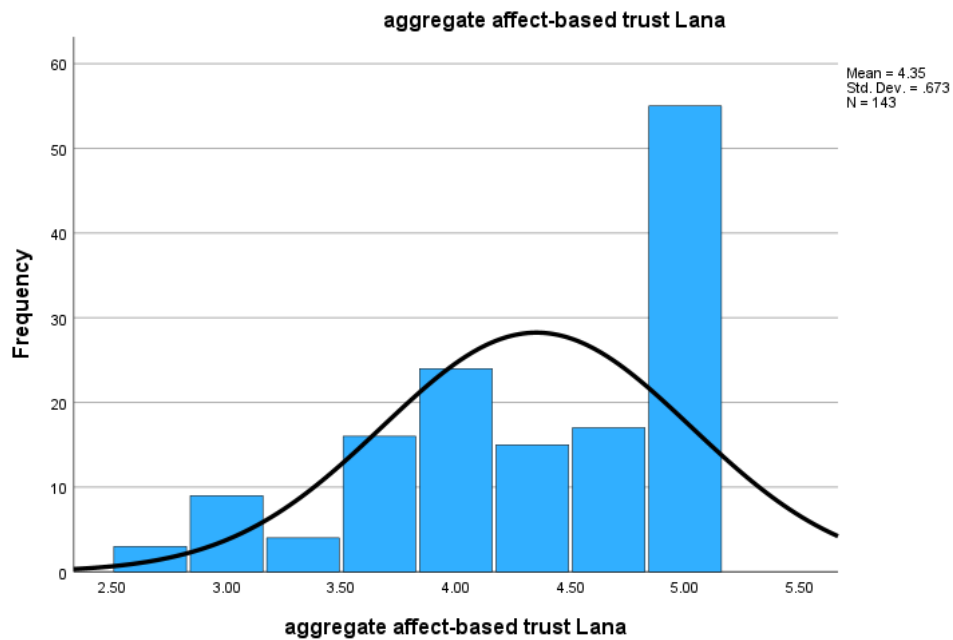


Figure 14. *Histogram of Cognition-Based Trust - Lana Daou*

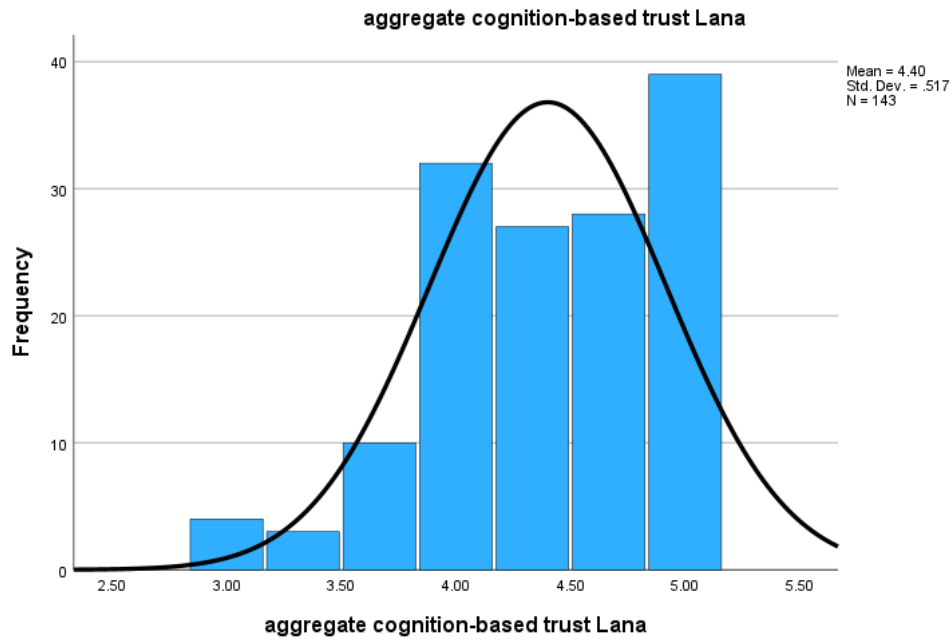


Figure 15. *Histogram of Total Trust - Sarah Haddad*

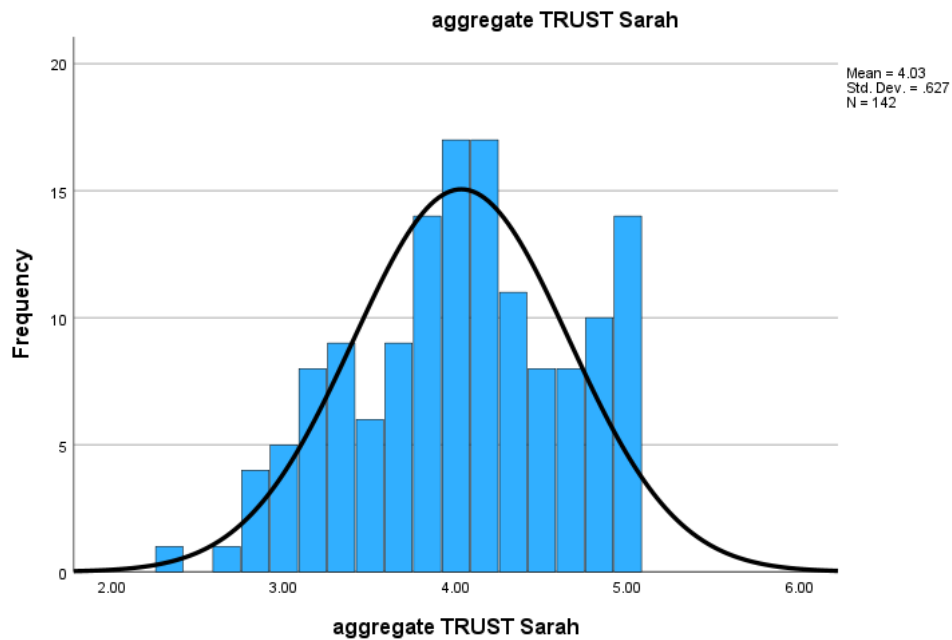


Figure 16. Histogram of Affect-Based Trust - Sarah Haddad

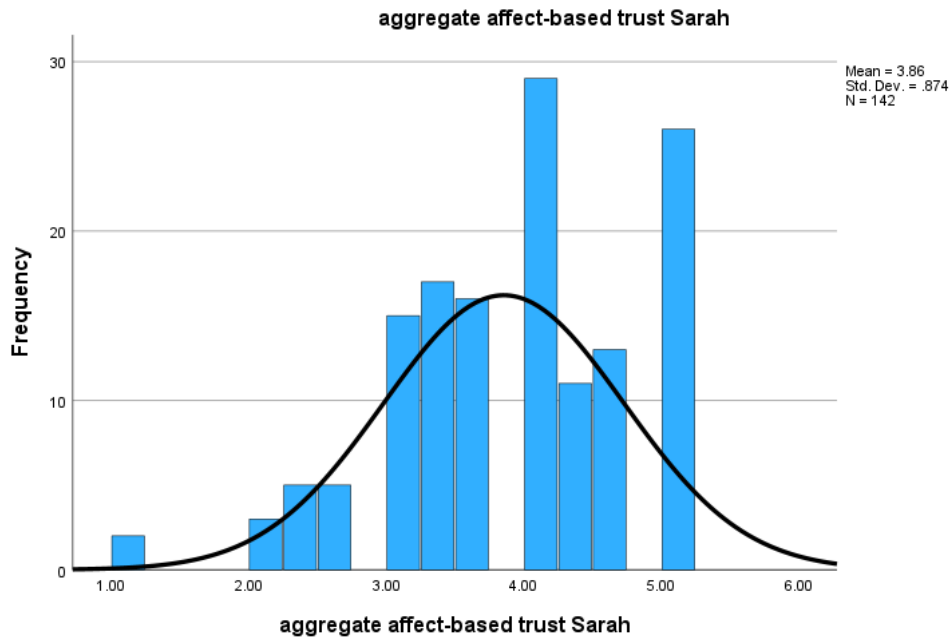


Figure 17. Histogram of Cognition-Based Trust - Sarah Haddad

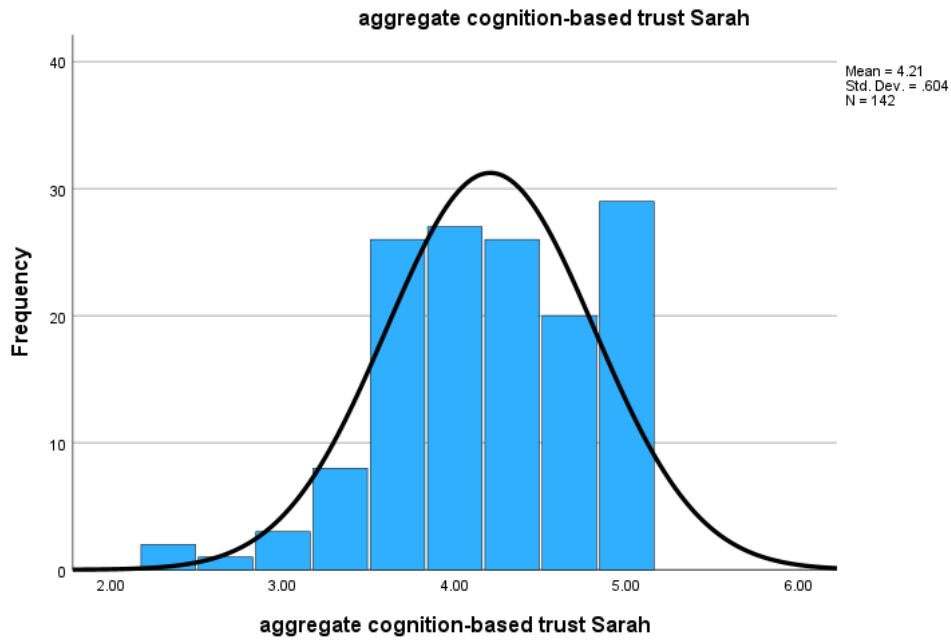


Figure 18. Histogram of Total Trust - Samer Farah

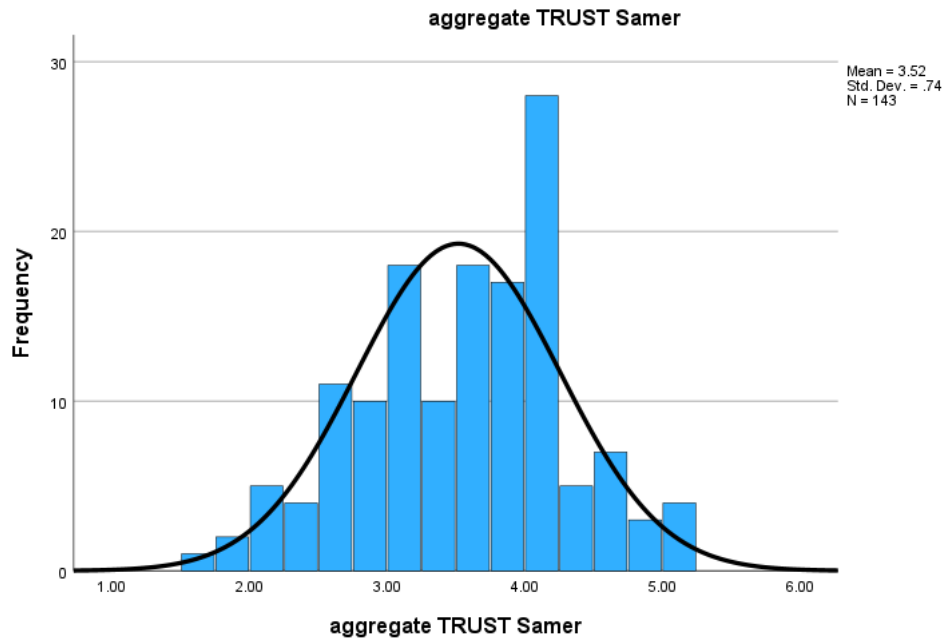


Figure 19. Histogram of Affect-Based Trust - Samer Farah

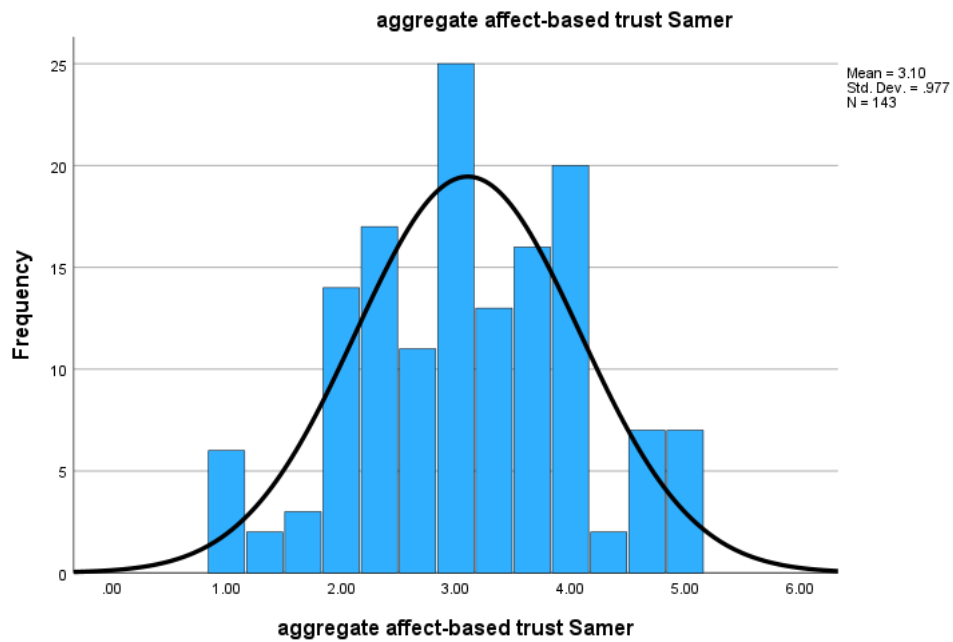


Figure 20. Histogram of Cognition-Based Trust - Samer Farah

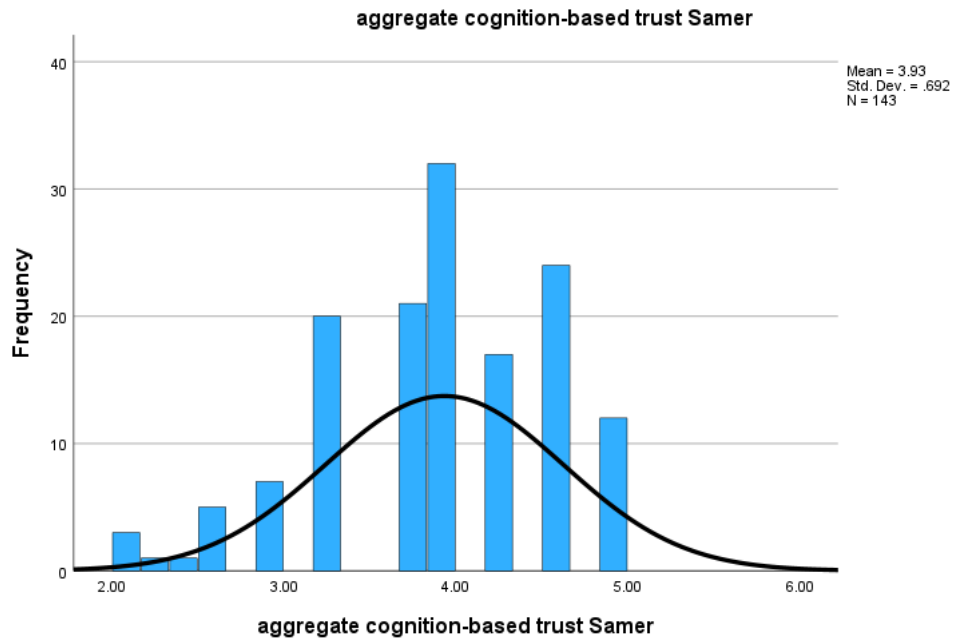


Figure 21. Histogram of Selection into Leadership Positions - Sami Fadel

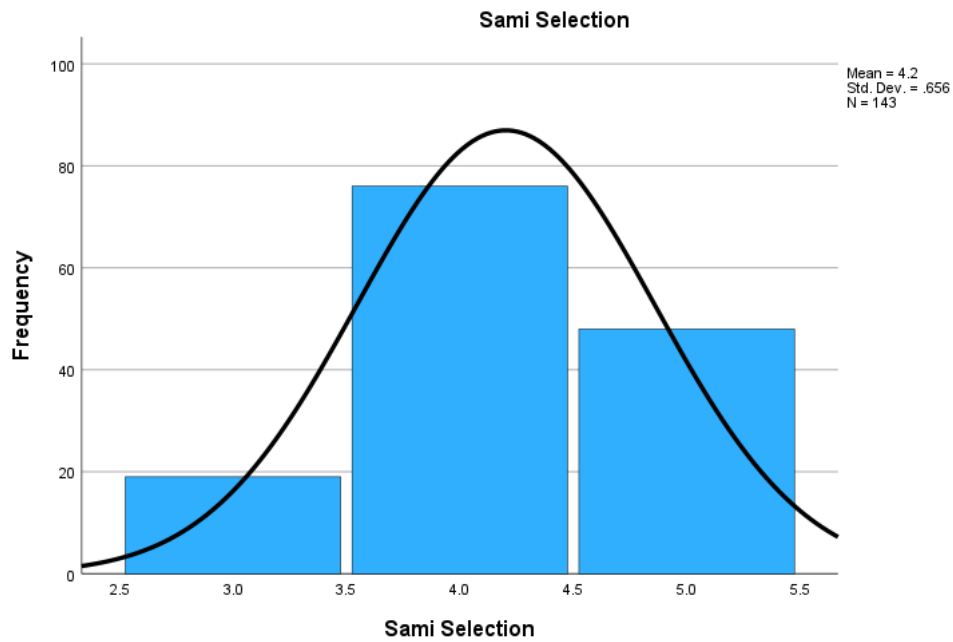


Figure 22. Histogram of Perceived Effectiveness - Sami Fadel

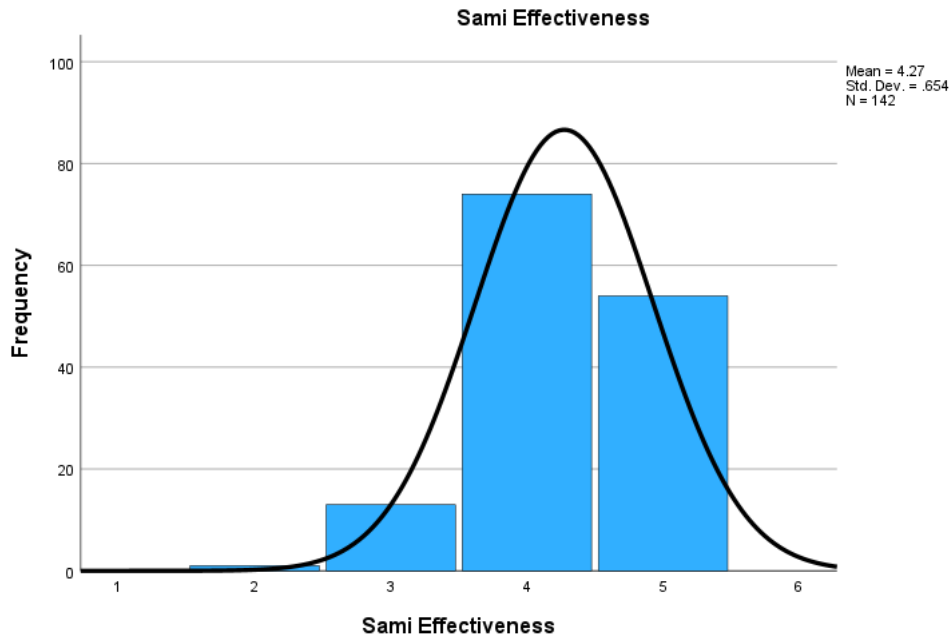


Figure 23. Histogram of Selection into Leadership Positions - Lana Daou

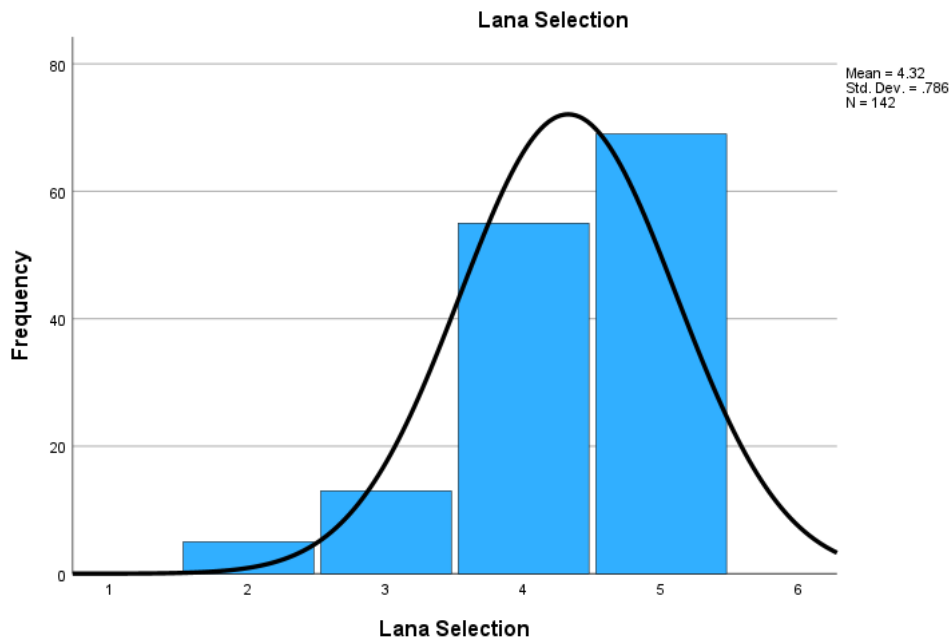


Figure 24. Histogram of Perceived Effectiveness - Lana Daou

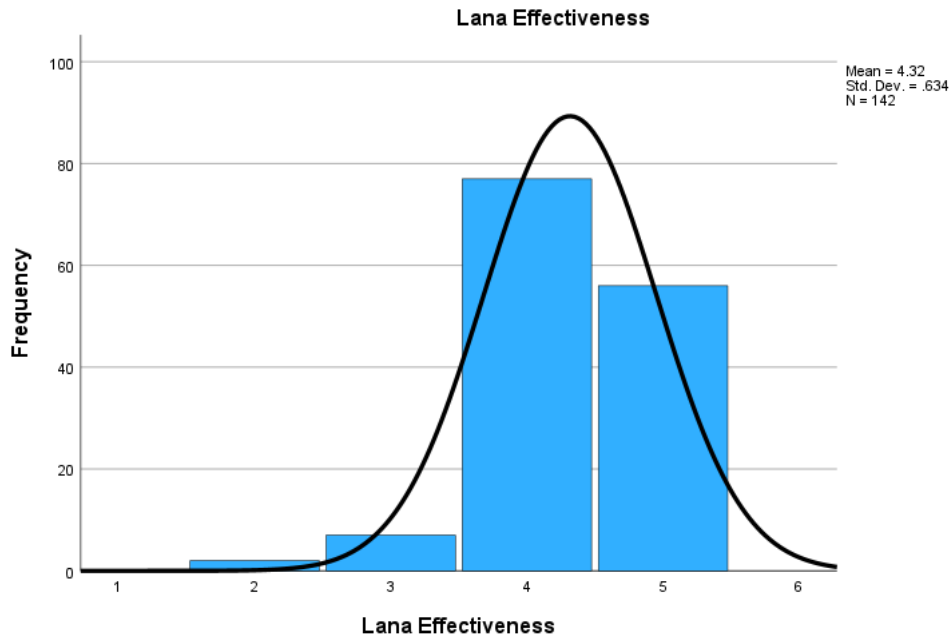


Figure 25. Histogram of Selection into Leadership Positions - Sarah Haddad

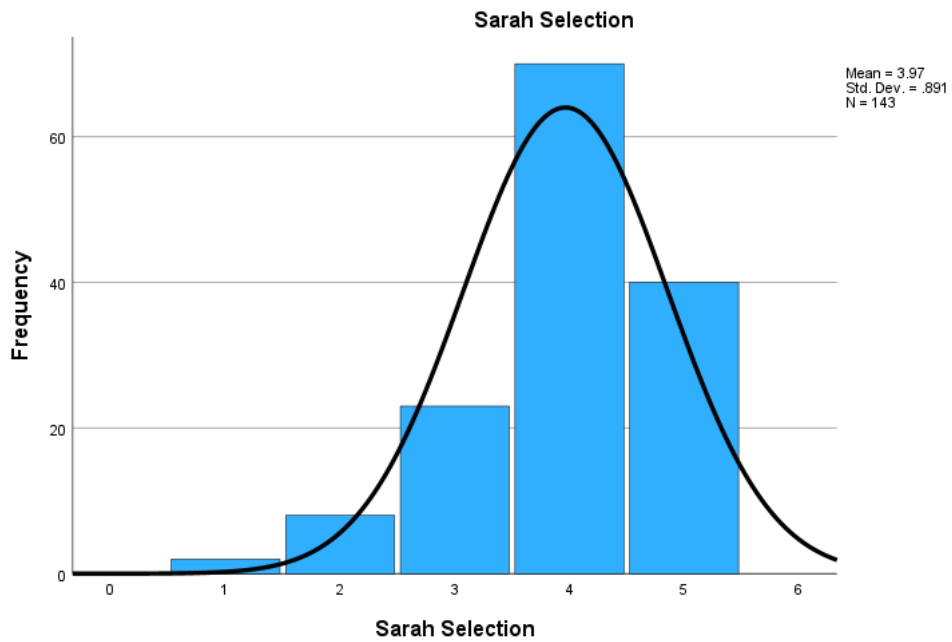


Figure 26. Histogram of Perceived Effectiveness - Sarah Haddad

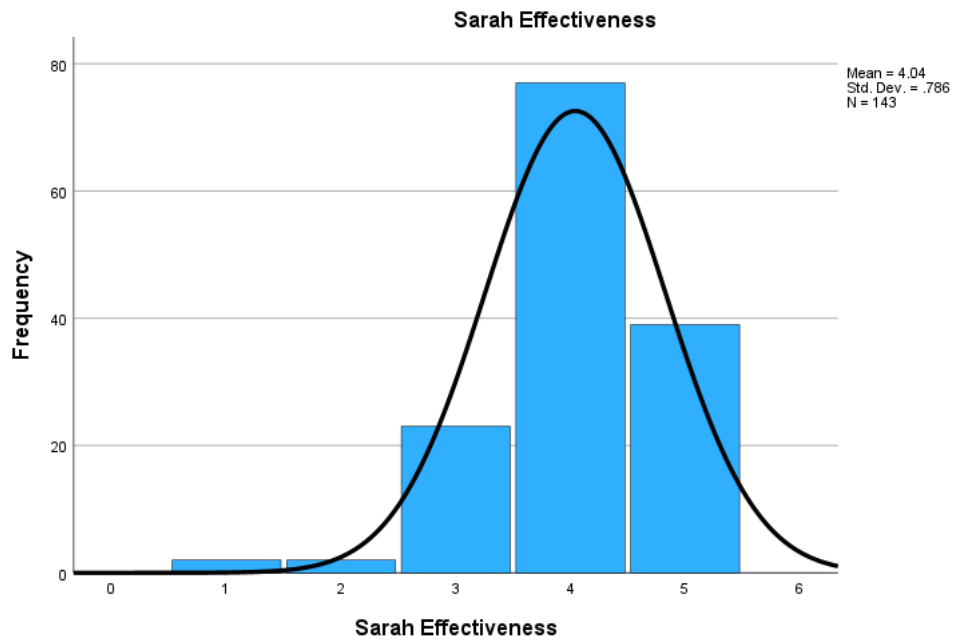


Figure 27. Histogram of Selection into Leadership Positions - Samer Farah

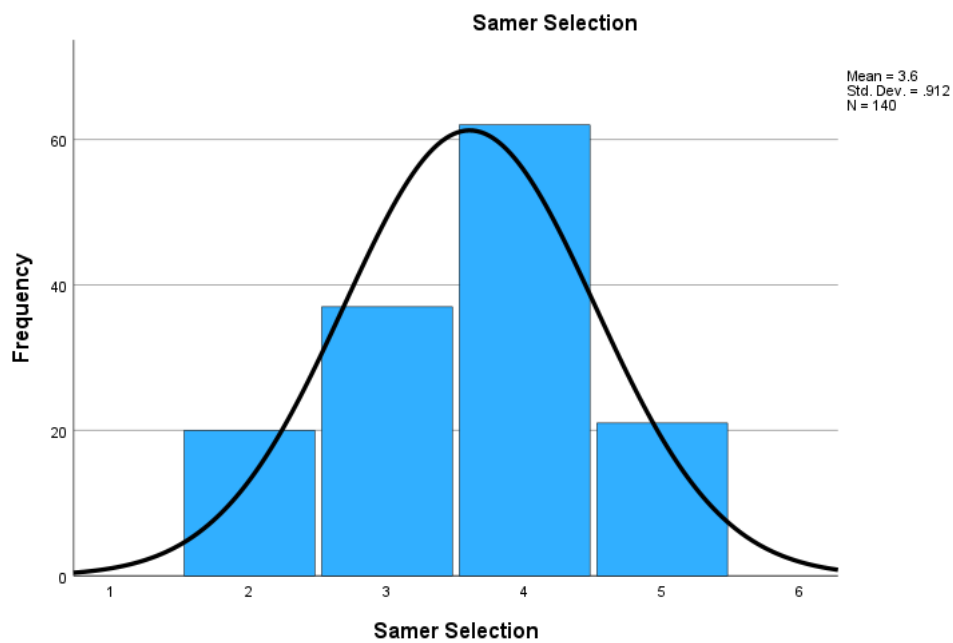
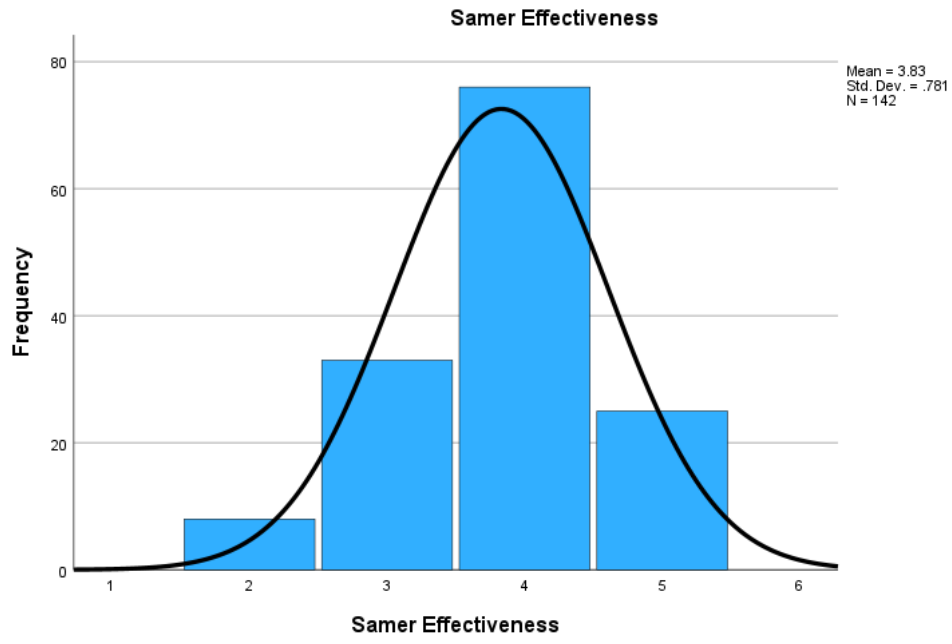


Figure 28. *Histogram of Perceived Effectiveness - Samer Farah*



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