
THE ANALYSIS OF WOMAN'S CREDIBILITY AS A LEADER CASE STUDY AT THE REPRESENTATIVE OFFICE OF OMBUDSMAN IN NORTH SULAWESI**ANALISIS KREDIBILITAS PEREMPUAN SEBAGAI PEMIMPIN STUDI KASUS DI KANTOR PERWAKILAN OMBUDSMAN DI SULAWESI UTARA**

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Abstract: Leaders become important figures in the institution. A leader is not relying on the title that he or she has, who he or she is, from where he or she comes from, even the gender man or woman. Yet, some facts argue that women are still under-represented in terms of leadership. To be an effective leader, she or he needs to be credible. There are three aspects of credibility which are trustworthiness, expertise, and inspiration. The research aims to analyse woman's credibility as a leader in Representative Office of Ombudsman in North Sulawesi. This study uses descriptive qualitative research. The data gathered in this research are primary data and secondary data such as interviews and documentations. The validity and reliability of data in this research are tests through triangulation test and there are 14 informants as the sample which is the entire employee in Representative Office of Ombudsman in North Sulawesi. The result of this research shows that all the informants perceive that woman leader in this institution is credible and reflects from her leadership all the informants are agree that women leaders could be credible leader. To be a good leader, woman has to build credibility.

Keywords: *woman leader, credibility*

Abstrak: Pemimpin menjadi tokoh penting dalam institusi. Seorang pemimpin tidak bergantung pada gelar yang dia miliki, siapa dia, dari mana dia berasal, bahkan jenis kelamin pria atau wanita. Namun, beberapa fakta berpendapat bahwa wanita masih kurang terwakili dalam hal kepemimpinan. Untuk menjadi pemimpin yang efektif, dia harus kredibel. Ada tiga aspek kredibilitas yaitu kepercayaan, keahlian, dan inspirasi. Penelitian ini bertujuan untuk menganalisis kredibilitas wanita sebagai pemimpin di Kantor Perwakilan Ombudsman di Sulawesi Utara. Penelitian ini menggunakan penelitian kualitatif deskriptif. Data yang dikumpulkan dalam penelitian ini adalah data primer dan data sekunder seperti wawancara dan dokumentasi. Validitas dan reliabilitas data dalam penelitian ini adalah tes melalui uji triangulasi dan terdapat 14 informan sebagai sampel yang merupakan seluruh karyawan di Kantor Perwakilan Ombudsman di Sulawesi Utara. Hasil penelitian ini menunjukkan bahwa semua informan merasa bahwa pemimpin perempuan dalam lembaga ini kredibel dan bercermin dari kepemimpinannya semua informan setuju bahwa pemimpin perempuan dapat menjadi pemimpin yang kredibel. Untuk menjadi pemimpin yang baik, wanita harus membangun kredibilitas.

Kata Kunci: *pemimpin perempuan, kredibilitas*

INTRODUCTION

Research Background

One example of a non-profit organization is an institution. An institution is a non-profit organization that aims to achieve goals in education, social, culture, and humanities. There are also institutions created by the state to achieve certain goals by the state. To achieve the goals created by state it is necessary for people to join in the institution. Certainly in an organization or institution there will be a leader. The person who directs, motivates, and influences others to carry out the purpose of the organization or institution.

Leaders become important figures in the institution. Leaders are role models for employees. How he or she behaves would be an example for the employees showing integrity, trustworthy, transparency, or even the credibility that he or she has. A true leadership is not about the position that they has, it is about the person and the relationship that she or he creates with the employees. A leader is not relying on the title, because a title is not creating credibility. Thus, the leader is not about the title that he or she has, or even who he or she is, from where he or she come from, their background, even the gender man or woman. However, in fact, it is contrary with the situation in real life.

Commonly, women get a small place in the world of leadership. Based on data of Inter-Parliamentary Union (IPU), proportion of woman in national parliaments (single or lower house) globally in year of 2000 was 13.2% and in year of 2017 was only 23.4%. While in management, woman only holds less than 1/3 of senior-and-middle management position. Centre for Governance, Institutions, and Organizations (CGIO) of National University of Singapore (NUS) in 2012 did a research and found that the number of women that belonged in a position as directors and commissioners, which listed in Indonesia Stock Exchange (IDX), was almost 12%. This number is considered to be the highest in Asia, compared to few other countries which we probably know as Asia's leader in economics.

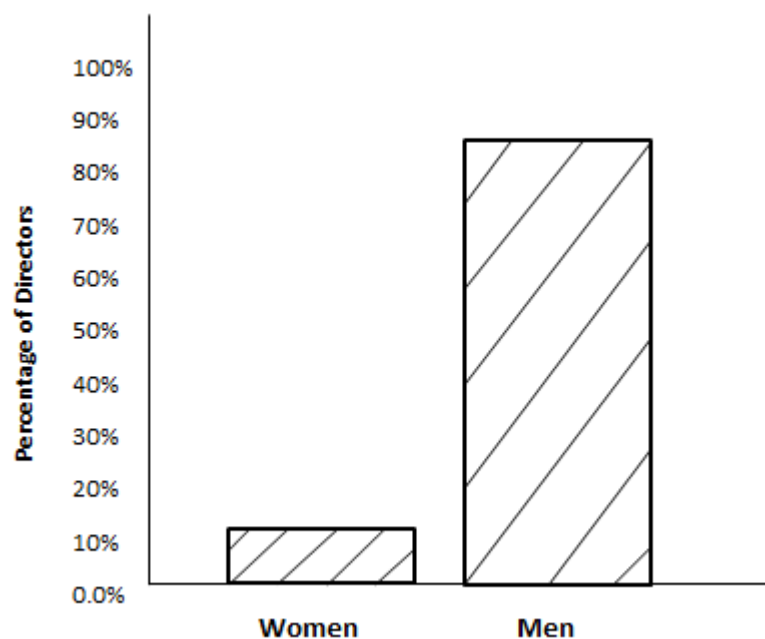


Figure 1. Percentage of Directors in Indonesia

Source: CGIO Database

In study of CGIO, boardroom gender diversity in Indonesia indicates that out of 3,729 board positions, women held 432, or 11.6%, of all the board memberships (Figure 1). The 432 board positions were held by 406 women, some of whom held multiple positions. Indonesia's Gender Equity Index as cites in Anggahegari and Lantu (2014) showed that in total, number of the opportunities in workforce were only opened a probability of one fifth women compared with men. This is one of the examples of how hard Indonesian women competed with men.

In the survey of MasterCard, claimed that some countries including Indonesia, it is noted that although women have good capital knowledge, women tend to experience challenges for several things such as getting a stable job, playing a role in politics, becoming an entrepreneur, and earning a position as chairman of the company. Women are already had good access to an advanced education (33.2%) but they are still under-

represented in terms of working environment participations compared to men. MasterCard Worldwide Index of Women's Advancement surveyed that of the 19 countries in the Asia-Pacific region, the largest gap for participation rates is in Indonesia, where women's participation rate is only 51% compared to men's 83.7%. In addition, from that survey, the majority of women in Indonesia (36.6 %) work in the informal sectors that do not provide special rights such as health insurance, pension plans, or paid leave rights. It is also found in other developing countries such as India (14.6 %) and Vietnam (34.4%).

Similarly, Leadership remains the weakest component of women's development towards gender equality in both developed and developing countries. Based on MasterCard study, women, especially in Indonesia, have limited levels of participation to become leaders in business and politics with a disproportionate ratio of ratios between women and men. In business leadership, only about two out of ten women have a leadership position (23.5 %) compared with men (76.5 %). Meanwhile, in the political environment, there are only 17.1 % of women who play an important role in leadership in politics, very much when compared with men who reached 82.9 %. All of these facts show that women are still under-represented in leadership.

Research Objective

Based on the research problem, the objective of this research is :

To know the credibility of woman leadership in representative office of Ombudsman in North Sulawesi.

THEORETICAL REVIEW

Human Resource Management

Mangkunegara (2007) defined Human Resource Management as an activity of planning, organizing, directing, coordinating, implementing and supervising of procurement, development, awarding remuneration, integration, maintenance and separation of human resource in order to achieve organizational goals.

Organizational Behavior

Organizational behaviour is a special field of study of the impact that individuals, groups, and organizational structure have on behaviour within organization, to apply such knowledge to improve organizational performance (Robins, 1989 in Ivanko, 2013).

Leadership

There eight different leadership roles according to Clippinger (2005), which are exemplar, gatekeeper, visionary, truth-teller, fixer, connector, enforcer, and facilitator.

Credibility

Martel (1984) as cited by Kratt (2003) said that credibility consists of perceived trustworthiness, perceived competence, and perceived dynamism. Leader credibility is of utmost importance in the leadership and communication process of an organization because leaders are widely perceived as one of the most important sources of information for employees (Swanson and Kent, 2014).

Previous Research

Gabris (2004) The purpose of this research is to examine the public managers into credible leader. This article discussed the case in which to be an effective leader, he or she needs to be credible. The result found that credibility is achieved by practicing leadership behaviours focusing on vision, trust, modelling the way, risk taking, and rewarding others. Leadership credibility is associated with the transformational model of leadership and this article suggested that public managers would be advantaged by practicing this particular leadership strategy.

Men (2012) The study aimed to explore how corporate leadership influences the effectiveness of internal public relations by linking CEO credibility, employee evaluation, and employee engagement. The result said that, the concept of CEO's credibility includes CEO expertise and trustworthiness. CEO expertise gauges the extent to which employees perceive the CEO as a source of valid assertions, and as possesses the necessary skills and knowledge in his or her positions. CEO's trustworthiness is functioned the degree of employee's confidence and acceptance towards the CEO and toward his or her messages.

Kratt (2003) This research identified three perceived barriers of credibility for female entrepreneurs, and six strategies that they used to enhance and communicate their credibility with various publics. The results

from this research showed that every female believes they struggle with some aspects of credibility and have to work harder for their credibility and business success than that of male business-owners.

Conceptual Framework

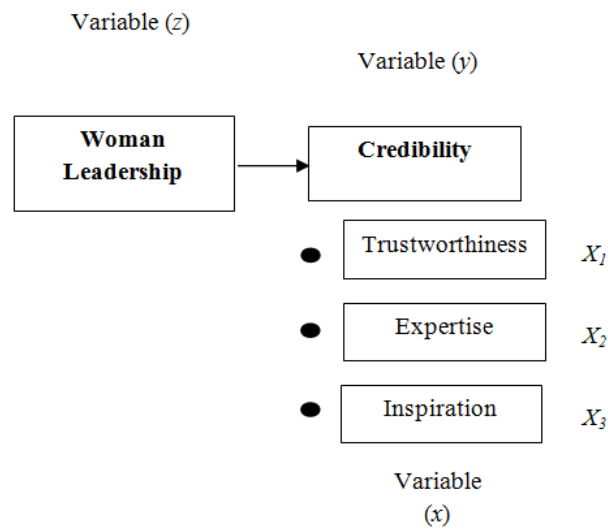


Figure 2. Conceptual Framework

RESEARCH METHOD

Research Approach

This research is qualitative research. The type of this research is descriptive, which according to Fox and Bayat (2007) descriptive method is aimed at casting light on current issues or problems through a process of data collection that enables them to describe the situation more completely than was possible without employing this method.

Population, Sample Size, and Sampling Technique

The research is a qualitative research and the data collected by in-depth interview. The information from respondents in interviews is important and used in conducting and analyzing problems with qualitative research.

This study used total population sampling which according to Laerd Dissertation, is a type of purposive sampling technique that involves examining the entire population (i.e., the total population) that have a particular set of characteristic.

Type of Data and Data Source

This research is primary data and secondary data. Sekaran and Bougie (2009) said that information that gathered first-hand by the researcher. The data needed for this research are an in-depth interview with 14 informants. According to Sekaran and Bougie (2009), Secondary data were data that have already gathered by researchers, data published statistical and other journals, and information available from any published or unpublished source available either inside or outside organization, all of which might be useful to the researcher.

Operational Definition of Research Variable

There are two main variables that is Leadership and Credibility.

Testing of Research Instrument

In qualitative research, the researcher acts as the main tool in research (key instrument). It means that, the researcher will determine the success or failure of a study. Therefore, the researcher determines what kind of

qualitative data that will be obtained (Ibrahim, 2015). For understanding of how credible the woman leader, study used in-depth interviewing technique, as a data collection tool. This in-depth interview is based on a guide of questions, consisting of mainly questions about leadership credibility. That is further developed in order to gain broader perspectives. Related study with this paper will be needed as literature. On this approach, phone and laptop are needed for recording and for taking pictures as well as notes for note-taking.

Validity and Reliability Test

To ensure the reliability and validity of qualitative research, it is helpful to use triangulation. There are four possible type of triangulation in qualitative research which are research triangulation, data triangulation, method triangulation and theory triangulation..

RESULT AND DISCUSSION

Result

Informant 1

Infomant is a female. She trusts her leader. She perceived her leader is good at communicating directions and possess integrity. She trust her leader skills and expertise in terms of good analysing problem and good in socialize. The informant said her leader also involve all staff in giving opinions and making decision. She stated that reflects from the woman leader in this institution, she believes that woman can be a leader.

Informant 2

Informant is a female. She trusts her leader. She thinks that her leader has good expertise in leading, has good knowledge, has integrity, good in analysing problem and stated that it supported by the leader's educational background. She perceived the leader is a role model for the entire employee. Reflect from the leader, she believes woman can be a leader and woman has credibility and capability.

Informant 3

Informant is a female. She trusts her leader and perceive that her leader is very wise, disciplined, and a role model for the staff. The leader is a responsible person. She perceive the leader is transparent and very open. The leader is good in communication, socializing and analysing problem and looking for solution. She agree if women become leaders, because women have credibility like her leader.

Informant 4

Informant is a male. He said he trusts his leader and perceive the leader is very clear in communicating the instructions, methods, and way of behaving. He pointed out that the leader possess integrity and has good knowledge that make the leader good in analysing problem and giving solution. It also supported by the wide range of experiences of the leader. He claimed that the leader is a type of caring person and very friendly. That is make the leader good in socializing.

Informant 5

Informant is a female. She believes her leader. She expressed that the leader is able to communicate the directions well. There is openness in relationship between the leader and the staff. She conveyed the leader is a type of person who is very quick to socialize and adapt, friendly, and nice to talk to and reflect from the leader, she agree if women become leaders.

Informant 6

Informant is a male. He expressed that he trusts his leader, one of the indicator is through the performance of the leader and how the leader gives an examples to the staff. He added the leader is good in communication, has good expertise, capability, good in analysing and solving problem, and good in socializing.

Informant 7

Informant is a male. He said he trusts his leader. The leader is honest in terms of making decision. He claimed that the leader has integrity, capability, good knowledge in leading, wide range of experiences, has good ability in analysing and solving problem, good in socializing.

Informant 8

Informant is a male. He believes his leader. the leader is honest in making decision and policies, can communicate well the directions, possess integrity, has wide range of experiences and good in analysing and solving problem.

Informant 9

Informant is a female. She expressed that she believes the leader. The leader is honest, has integrity, has good skills in leading, good knowledge, a lot of experiences, good in socializing, good in analysing and solving problem, and a role model for the staff.

Informant 10

Informant is a male. He asserted that the leader very objective in carrying out the task, very cooperative, responsible, and accountable. The leader possess integrity, capabilities, has experiences, good in analysing and solving problem, has ability in socializing, good in communication, and always involve the staff in express their opinions.

Informant 11

Informant is a male. He believes in his leader. He claimed that the leader is honest, very open, and understanding person. The leader has good skills and knowledge, good in analysing and solving problem, and always involve the staff in making decision. Reflect from the leader, he agree if women become leaders.

Informant 12

Informant is a male. He believes his leader. He perceived the leader is honest, can communicate well every directions, possess integrity, has good knowledge and skills in leading, has good ability in analysing and solving problem. The leader is a role model for staff.

Informant 13

Informant is a male. He conveyed that the leader is honest, good skill in leading, good knowledge, very intelligent, and understanding individual, good ability in analysing and solving problem, involve the staff in expressing their opinion, and a role model for them. Reflect from the his leader, he believes woman can be a good leader.

Informant 14

Informant is a male. He said he trusts his leader. The leader can communicate well every directions. He claimed that the leader possess integrity, a teacher for the staff, has good leadership skills and good knowledge, and a role model for the staff.

Discussion

The leadership of a woman in representative office of ombudsman is evaluated differently by the informants. From her leadership, it reflected the leadership of women for the informants. On the table 1 below, there are several categories that woman leader in this institution has.

Table 1. Woman Leadership Categories

Category	Number of Informants
Disciplined	3
Involve others	1, 2, 3, 4, 6, 11
Responsible	3
Friendly	4, 5
Responsive	5
Nice to talk to	5
Typically motherhood	7, 9, 13
Wise	10
Understanding	11
Patient	13
Care others	13

Has sensitivity 1, 13

Source: Data Processed (2018)

In table 1 Woman Leadership Categories, about 6 informants perceive the woman leadership with involve others. Involve others in terms of involve the employee in making decision and giving opinions. In making decision the leader always involve the employee so that there is no one-sided decision. Next category is typically motherhood. There are 13 informants that perceive the woman leadership with typically motherhood. They can communicate like parent and children in terms they can share anything with the leader even the personal matters. Additionally, the Informant 13 perceives typically motherhood because the leader can create the feeling of being safe around family member and she is very patient. Third, each 2 informants perceive the woman leadership is friendly and has sensitivity. They perceive the leader is friendly in terms of socializing. Reflect from the woman leader in this institution, the informant believes woman can be a good leader because woman has sensitivity. Last is discipline, responsible, nice to talk to, wise, and understanding. Each of these categories has 1 informant that defines the woman leader characteristic in this institution.

Table 2. Credibility Aspect

Variable	Number of Informants
Trust	
Honest	1, 2, 3, 4, 5, 6, 7, 8, 9, 11, 12, 13, 14
Can build trust	1, 2, 3, 4, 5, 6, 7, 8, 9, 12, 13, 14
Openness	3, 4, 5, 11, 13
Cooperative	2, 10
Transparent	3, 13
Accountable	10
Expertise	
Good ability in leading	1, 2, 9, 13
Good in analysing and solving problem	1, 2, 3, 4, 6, 7, 8, 9, 10, 12
Good in communication	1, 2, 3, 4, 5, 6, 8, 9, 10, 11, 12, 13, 14
Good knowledge	2, 3, 4, 6, 7, 10, 11, 12, 14
Competent	2
Shaped by experience	2, 4, 5, 6, 7, 8, 9, 10, 11, 13, 14
Supported by educational background	2
Has leadership spirit	3
Good in socializing	3, 4, 5, 6, 7, 10, 12
Capable	6
Smart	13
Inspiration	
Has integrity	1, 2, 3, 6, 7, 8, 9, 10, 12, 13, 14
A teacher	1, 3
A role model	1, 2, 3, 4, 5, 6, 8, 10, 12, 13, 14
Encourage others	3
As motivator	4
Give example	6
A constructor	10

Source: Data Processed (2018)

Credibility consists of trust, expertise, and inspiration. In the table 2 above, describe the credibility aspect that the informants perceived from their woman leader. There are 13 informants that consider the trust towards a leader is shown through her honesty in leading. Through this the performance of a leader is measured. The 13 informants consider the honesty of the leader reflected when she makes decision and policies. The leader always involves staff in making decision and policies. Additionally, they perceive the leader is honest by judging her performance. How the leader communicate the instructions, methods, way of behaving, every statement that is said, and how the leader performs the task. They can evaluate the leader is honest. Beside honesty, the informants perceive the credibility of the leader when the leader can build trust with them. Build trust is important because every job is built with trust. Moreover, build trust can bring the effectiveness of the

instruction or direction. Openness also one of the credibility aspect that defined by the informants. 5 informants perceive the openness of the leader is when the leader giving instruction or direction. The last is cooperative, transparent and accountable. It related each other which is if the informants trust the leader because the leader is cooperative, in terms of carrying out the task, transparent in giving instruction or information, and accountable in solve a problem. Expertise is the second variable in credibility. First aspect is good in communication. There are 13 informants that define the credibility of the leader with good in communication. They perceive the leader is good in communication is when the leader can communicate well the directions, which means the directions is very clear and can be understood. On the other hand, 11 informants perceive the credibility of the leader because the leader is shaped by experiences. With experiences the leader knows how to analyse a problem and give solution for every problem that come out to the institution. This related with the other aspect of expertise which is good in analysing and solving problem. There 10 informants that perceive the expertise with good in analysing and solving problem. It proven when the leader is quick to make decision and give solution to a problem. However, the decision and solution offered, it can be accepted by the staff. Some of them relate good in analysing and solving problem aspect because the leader has wide range of experiences. Next aspect is good in socializing. There are 7 informants that perceive the leader is good in socializing. The leader builds good relationship with all the staff and is well-adapted in every situation. The last variable is inspiration. There are 11 informants that define the inspiration with integrity. They perceive the leader possess integrity, in terms of matching her words with what she does and reflect from her leadership, the informant perceive the leader is a role model for them.

Implication of Research Result

From three aspect of credibility, the informants define trust to the leader because the leader is very open and transparent. This is supported by Rawlins (2008) in Men and Stacks (2014) who said that open, unbiased, transparent, and empowering communication nurtures employee trust. Second aspect of credibility is expertise. One of expertise that defined by the informants to the leader is good in analysing and solving problem. They perceive the leader is good in analysing and solving problem. This is in line with Jaso (2011); Yoo and Gretzel (2008) that claimed expertise is needed in to find a solution and make decision easier. The last aspect is inspiration. The informants perceive the leader in inspire others have to had integrity, be a role model, a teacher, and encourage the employee. This is supported by Quist (2009) and Gradwell (2004) who said a leader has to be consistent. Matching his or her words with what he or she does and they also claim that leadership is teaching process.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

This research has been conducted in order to analyse the woman leadership at Representative office of Ombudsman in North Sulawesi. It can conclude that:

Woman credibility as a leader is associated with personality traits such as disciplined, responsible, fair, wise, involve others, friendly, nice to talk to, care others, patient, understanding, motherhood and sensitive. Some of these characteristics are rarely found in male leaders. These make women not only like a “boss” or “superior” but also women leading with cares, motivations, and sensitiveness. Furthermore, women lead with both high ethical values of directions and heart. With that character, the people she leads trusts her and able to perceive that a woman leader is more credible than male leaders.

Credibility has 3 aspects which are trustworthiness, expertise, and inspiration. Trust is defined by honesty, openness, and transparency. Expertise is perceived with the ability to analyse and solve problem, be good in communication and socializing, possess a good knowledge, and has experiences. While inspiration is defined by integrity, a role model, a teacher, and motivator. All aspects are related to each other. All informants agree that a woman leader in this institution have integrity, which makes her credible to be a leader.

Recommendations

Based on the research, there are two recommendations proposed to women leaders as follows:

To be a leader, beside had character like disciplined, responsible, fair, wise, involve others, friendly, nice to talk to, women have to had character like caring others, patient, understanding, motherhood and sensitive. This is distinguishes female leader and male leader, which is lead with feelings. This make people trust woman, and the foundation of credible is being trusted.

To build credibility, women have to build trust, hold expertise, and are inspirational. To build trust, the woman leader has to be honest, open, and transparent. Trust is the foundation in being a leader. Without trust, the leadership will not be established. To be a leader, a woman have to had expertise, such as good at analysing problem, communicating and socializing, intelligent, and experienced. The last aspect is inspiration. To be an inspiration for the employees, leader must have integrity, be a role model, a teacher and a motivator.

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