

GENDER LEADERSHIP IN ORGANIZATION

Prof. Sujata Salvi

Aditya Institute of Management Studies and Research
B-202, YashKrupa Soc, Chikuwadi, Borivali- West, Mumbai- 92
Ph. No: 9960559215 Email: ingalesujata@gmail.com

Prof. Sulekha Munshi

Amity Global Business School, Mumbai
D 604, Kanakia Samarpan, Opposite Carnival Cinema, Borivali – East, Mumbai
Ph. No. 9978000270 Email: munshi.sulekha@gmail.com

ABSTRACT:

When we speak about the females employment in several organization, it's till treated in several disciplines. There are some gaps linked to that which still have to be filled so as to administer equal opportunities to females moreover. Although, from the previous few decades it's been said and noticed that the quantity of females are rising to the highest which may be a symbol of progressive social change. However, it's also been noticed that there's still gender inequality in top management positions which results in under presentation of females in top management position. This study is an attempt that shows the hurdles and problems that woman undergoes or go through so as to achieve top management positions and designations. Moreover, Researcher also tried to explain that the standard and the traditional leadership model is linked to the masculine stereotypes. The empirical study involves the semi structured interviews from men and women on management designation or levels and also general discussions with the general public. Supporting these interviews and discussions Researcher have attempted to investigate and tried to understand if both male and female follow the gender stereotypes and if they need difference or change in leadership styles in keeping with gender. Hence, organizations should have more diversity in their offices or workspace so as to possess more flexibility in organizational culture.

Keywords: Leadership, Diversity, Inclusion, Leadership Style

INTRODUCTION:

Leadership may be a subject that comes up mostly within the discussions when it involves leading the companies within the professional lives. This subject has been mainly handled with male perspective or outlook, thus let go the developments and necessities of competent and hardworking female leaders to showcase and indicate their abilities and skills. Before going into details we see what compromise good and efficient leaders have to figure in his/her organization.

There are definitely some basic distinctive and unique features that the majority people go along with the leadership. These unique features may include risk taking, independent, dominant etc. Therefore people that hold these unique features are considered to be 'leaders'. According to Bass 1989 and 1990 theory of leadership states: that there are 3 ways to mention how people become good leaders. These are:

1. People acquire and have some personality traits which can lead people naturally into leadership roles.
2. A crisis or an occurrence may cause an individual to rise to an occurrence and become an efficient leader.
3. People learn leadership skills so as to become effective leaders. this can be a transformational leadership which is usually used nowadays.

Looking at the primary two concepts of bass theory of leadership one could say that an honest leader or a good leader may be the one within which the team or group members can accomplish quite they'd have otherwise achieved without that leader connection and contribution. With regular proper care and inspiration and enthusiasm the team can accomplish a goal more together than they ever could have with their own precise skills. For this reason, one would say that leadership efficiency and success isn't gender definite or precise but it depends on certain level of qualities which the both male and female leaders acquire and should have to become a good leader.

Definitions of Leadership:

Quoting few of the definitions of leadership will create the foundation of our consideration and perception as we move ahead into additional and more particulars and information of relation between the leadership and the femininity and masculinity issues and hurdles. "My description and explanation of a leader . . . is a man who can persuade, influence and convince individuals to do what they don't want to do, or do what they're too lazy and not interested to do, and like It". (Harry S. Truman, 1884-1972) or a different definition "The first role of a leader is to understand and create a vision for the organization.... Leadership of the capacity to interpret, convert and transform vision into reality". (Warren Bennis , January 21, 1988.) However one more definition on leadership states that "Managers have subordinates whereas leaders are the ones who have followers". (Murray Johannsen).

Leadership and role of Gender:

It is always been said that since history that leadership is especially a masculine activity. In one in all well-known article "Are we still stereotyping" it's stated that if females in a company are to appear and come forward as leaders, it's vital and crucial that they be supposed and professed as persons and folks who can manipulate, control or inspire, encourage others. If we glance at the past it'll be clear that there was great amount of biases understood and seen with females when

it involves leadership in management. Moreover, these biases are still observed in our society with females.

According to Garry N. Powell “women and men in management” that female tend to adopt more democratic, participative style while men adopt more autocratic, directive , power , and control approach to guide within the organizations. Therefore some authors argue that the feminine kind of leadership is simpler because this feminine style reduces hierarchy, satisfies the subordinates and achieve good result.

This study concentrates and aims on the differences between men and feminine stereotypes and also the hurdles and difficulties which the females may undergo and face while trying to succeed in the highest management positions and designations of chain of command. Although there are many various leadership styles that differ between men and girls, the male leadership style linked to male stereotype seems to realize top management roles within the organizations.

RESEARCH QUESTION:

Number of females in the middle and lower management level is increasing steadily. However, there is still under presentation of females in the top management positions? What factors contribute to the under representation of these female leaders aspiring to the top management positions.

RESEARCH OBJECTIVE:

- 1) To study the difference between genders based Leadership style.
- 2) To study about the male and female stereotypes as well as the leadership styles of male and female.
- 3) To study how the stereotypes affect the performance of females on their jobs and prevent them from reaching to top management positions.
- 4) To study how the women of today experience leadership roles.

RESEARCH DESIGN:

Researcher have chosen the qualitative research methodology so as to achieve more closer and intimate understanding of the feminine and gender leadership in theory still as in practice. This approach will allow me to create relationships and gain trust of the leaders so as to create an honest material during this dissertation.

Primary source of data collection tool used : Interview schedule

These semi-structured interviews are based on the purpose of having a clear understanding of the personal views and the type of leadership the interviewee is holding in order to have a controlling or directive style in their organization.

LITERATURE SURVEY:

Gender, Nationality and Leadership Style: A Literature Review.

Author: Inga Minelgaite Snaebjornsson & Ingi Runar Edvardsson (December 20, 2012).

The aim of this study is to review research available on gender and nationality as determinants of leadership style, with special concentrate on top leaders/managers. The paper relies on a scientific literature review .The systematic literature search resulted in 27 papers, that were grouped in five categories: 1) Leaders' individuality, distinctiveness, personality ,behavior and magnificence, 2) Perception regarding leaders, their traits and leadership styles, 3)Women's barriers towards leader positions, 4) Leadership outcome/results, 5) Effect of research methods on leader assessment. Questionnaires were the foremost used research method within the reviewed studies.

Female Leadership – A Review of Gender Differences in Managerial Behaviour and Effectiveness

Author: Claartje J. Vinkenburg, Paul G.W.Jansen and Paul L. Koopman (2000).

More and more companies are actively trying to find women to affix their top management ranks. There are two important reasons to rent , promote and retain talented women: demographic changes because of continuously dropping birth rate and therefore the growing need for diversity.

'What you see is [not always] what you get!' Dispelling race and gender leadership assumptions.

Author: Latish Reed & Andrea E. Evans (11 September, 2008)

Race and gender influence the way during which African-American women principals perceive and perform their roles in predominantly African-American urban schools. Using empirical data drawn from a bigger qualitative study, this text examines and challenges racial and gendered assumptions about African-American leadership, and specifically American female leadership.

Stereotyping and women's roles in leadership positions.

Author: Baker, Cortney (2014)

The aim of this project is to supply a literature review of latest trends with respect to female in leadership designations. Females are more and more reported as having exceptional and outstanding leadership skills. This study will reflect on a number of the explanations that

ladies have trouble and hurdles in climbing the company ladder still as converse stereotyping and gender because it relates to leadership traits.

Emerging Identities: The Intersection of Gender, Race and Profession in Creating the New Women Leader.

Author: Agnes Richardson & Cynthia Loubier (2008)

The entire framework of accessible leadership diversity studies has payed attention only on one or two diversity attributes, losing the consequences of many connecting attributes. This project uses intersectionality theory to test and study the interactions of outside level diversity attributes to analyze leader identity. Based on qualitative descriptives and a considerable literature review, this project studies and test phenomenological and intersectional analyses of the beliefs and understanding of leadership style and worth and usefulness of two consecutive university presidents—one men and one woman..

CONCEPTUAL MODEL :

Problems, barrier and difficulties in order to accomplish and achieve top Management positions, functions and responsibilities:

Social scientists distinguish and set apart between gender and sex. Sexual categories is the biologically given physiological disparity and distinguish between male and females. These take account of and comprise of different traits, character, qualities, individuality, personality, behaviors, attitudes, roles which men and women are likely, anticipated, predictable and estimated to demonstrate and exhibit. This proclamation and declaration shows and explains that the discrimination, dissimilarity and distinction of designations and levels between male and females is the gender differences and not the sex differences.

From project papers and studies it's clear that the quantity of ladies bosses and executives in middle management and lower management increase, but the quantity remains very low in higher management designations and levels. These unseen hurdles and difficulties which are put a stop to females or stopping females to attain and accomplish highest designations and levels is the “Glass Ceiling”.

Following table 1.1 can show the percentage of female officers in top positions by fortune 500:

Table 1.1 Percentage of female officers in top positions by fortune 500

Percentage of Women in Corporate Officer Positions, by Fortune 500 Rank			
	Average number corporate officers.	Average number women corporate officers.	Average percentage women corporate officers.
F1-100	28.0	4.9	17.5%
F101-200	20.8	3.3	15.7%
F201-300	19.1	2.9	15.3%
F301-400	21.8	3.7	17.1%
F401-500	19.0	3.0	15.9%
F500 Average	21.8	3.6	16.4%

This table is a clear illustration of female representation in top management roles. The organization reality is that many women still struggle with rigid and male dominated hierarchies, promotion based on uninterrupted linear career paths, with little flexibility, lack of credibility in masculine culture, isolation from other women and transactional(as opposed to transformational) management styles.

Discussion and Interpretation

This analysis is according to the study of gender leadership and is based on the obstacles, organizational culture, and leadership styles.

Obstacles:

Male Manager: Company A

Since many years he is working as a Manager of TransUnion Cibil Pvt. Ltd., in Mumbai city. In his professional career he did not find any such type of barriers, and because of his intellectual capability he is valued in different stages of life in his professional growth. In the interview he tells me that: whatever I wanted to achieve in my life till now I have achieved it, but for these achievements one should have very clear goals in mind step by step.

Female Finance Manager : Company B

She is also working with TransUnion Cibil Pvt. Ltd., in Mumbai city. She said that sometimes it is difficult for women to work in organizations where the organizations do not provide a little flexibility to female workers. I mean that the timetables are not according to the schedule of her family life. Furthermore, she told me that sometimes the organization culture is a little of autocratic specially if the manager is an old man with traditional views about leadership i.e. masculine dominance. Therefore it can create a little bit of difficulty for females.

Another Male Manager: Company C

He states that he is well aware of the obstacles which women are facing nowadays to achieve a certain level of position. He told me that I would rather call it as a waste of talent. He thinks that men and women have nowadays equal opportunities every where in the world to utilize and to grow in their professional life.

Female Manager: Company D

This female manager view is that from last few years advancements for female leadership has grown very rapidly but still there exists a gap for reaching to the top management position. Therefore, this may be added as a limitation towards achieving high management position.

Furthermore, she said that I think females can grow in an environment where there is female organizational culture. The females feel dominant and the time schedules are flexible in accordance with their family life as well.

Female Manager: Company E

She said that she herself did not experience any type of obstacles in reaching to top management position except for some personal reasons. Her views about the professional and family life are that besides her professional life she is also actively responsible for her family life as well. However, it also depends on what kind of family members do you have.

Leadership Style

Male Manager: Company A

He says that the leadership style of a manager should be of the way that the people working with you do not hesitate to communicate with their leader. In order to get directions a leader should be able to understand the mentality of their employees. Every person in the organization should know as what the company wants to obtain from certain project. But, on the other hand sometimes a leader should be a democratic as well.

Female Manger: Company A

When we talk about the leadership styles of managers it should be the kind of style which you think can be good in order to get work from your workers. She said that I discusses the issues

of our company with my employees but take a decision on my own and which I think can be better for the company.

Another Male Manager: Company B

He thinks that in order to lead an organization a person must be able to have an environment in the organization where everybody feels themselves as an important part of the organization. This is the way from which organization can achieve success. In order, to create this type of atmosphere the leader should be able to create collaboration between the workers and also with him as well.

Female Manager : Company C

She says that maybe I can define my leadership style as based on enthusiasm with my work. I prefer to give same treatment to all my members but when a leader sets goals and directions for the organization then he/she should be able to have control on their employees so that everyone should be clear enough to complete their task on time. I give equal importance to all my employees but a level of discipline is maintained in the organization.

Female Manager: Company D

The leadership style adopted by her is freedom with accountability which means that the employees are valued equally in an organization but within certain limits. Whatever, they do these employees are accountable in front of the top management.

Conclusion

This entire theory and its examinations are conveyed in an India where ladies are given equivalent open doors for business and they can hope to develop in their expert life yet at the same time there is under introduction of females on top administration positions. Be that as it may, with the developing headways and the prerequisites of having decent variety in associations in future can lead the females to increment in number in next coming years. Along these lines, this can furnish us with the outcome that contrasts among male and female styles of administration don't add to under introduction of females on top administration positions.

Reference

- 1) Eagly A.H, Carli L.L, Sep 2008, "Female leadership advantage An evaluation of evidence", The Leadership Quarterly, 14 (2003) 807-834.
- 2) HR Focus, 200, "Beware Stereotypes that may stall women's leadership in development" Vol 84, issue 10. p 9-9 1/3p.

- 3) Hewstone. M, Martin R, Hammer-Hewstone. C, Crisp.J, Voci A,(2001) “Majority Minority relations in an organization; Challenges and Opportunities” in Hogg M.A and Terry D.J (eds), social identity process in organizational context, Philadelphia PA; Psychology Press.
- 4) Judith A. Kolb. “Are We Still Stereotyping Leadership?” Vol28, No 3, Small Group Research, August 1997.Sage Publications Inc.
- 5) Judith G. Oakley, 2000, “Gender based barriers to senior management positions”, Journal of business ethics, ABI/INFORM Global, Pg 321.
- 6) Kalen, Elisabeth, 2008, “Bound by Stereotypes” business strategy review, Vol 94, issue 3, p 545-545, 2/3 p.
- 7) Kathleen Grace, May 2004, “Women in leadership and seven deadly sins of career management”, Canadian HR Report, No 17,10; ABI/INFORM Global.
- 8) Maria Gardiner, Marika Tiggemann, “Gender Differences in leadership style, job stress, and mental health in male and female”; Sep 1999, Vol 72, No 3, p 301315.
- 9) Ming yi-Wu,” Perceptions about male and female managers in Taiwanese public relations”, 2006, Public Relations Quarterly, No 51,3; ABI/INFORM Global.
- 10) Singh Val, Vinnicombe , Susan: 2004, “Why so few women directors in top UK Boardroom” Vol 12, issue 4, p 479-488, 10p.
- 11) Tharenou, Phyllis, june 1999, “Gender differences in advancing to top”, International Journal of management reviews, Vol 1, issue 2, p111, 22p.
- 12) Wren, Brent M, Dec 2006, “Examining gender differences in performance evaluation”, journal of management research, Vol 6, issue 3, P115-124, 10P.
- 13) Woodzicka , Julie A, LaFrance, Marianne; july 2005, “Effects of subtle sexual harassment on women’s performance”; Sex Roles, journal of research.

INTERNET SOURCES:

- 1) Ilse Laurijssen, 2006, “Young women’s part time work, family formation, choice and context”; research group TOR, Department of sociology, Brussels University.
http://www.vub.ac.be/TOR/main/publications/downloads/t2006_34.pdf.

2) Karen J. Maher, August 1997; “Gender related stereotypes of transformational and transactional leadership”; A journal of research.

http://findarticles.com/p/articles/mi_m2294/is_n3-4/ai_20119670.

3) Dennis, Michael Robert, Kunkel, Adrienne; 2004; perceptions of men, women, and CEO’s: The effects of gender identity; publications; Social behavior and personality.

http://findarticles.com/p/articles/mi_qa3825/is_200401/ai_n9404631.

4) Centre for gender in organization (CGO), August 2002, Linking gender and organizational effectiveness; Simmons School of Management.

<http://www.simmons.edu/som/docs/centers/insights13.pdf>