

Gender Analysis In Leadership Roles: A Comparative Study Of Male And Female Employees In Indian Service Sector

Rasheeqa Tabassum

Assistant Professor , Periyar Management and Computer College
Affiliated to GGSIP University , New Delhi

Abstract-Gender gaps in elementary education and the number of female entering in higher studies indicates that India is among one of the lowest women labor participation in Asia, and in the world. Fundamental issue is still unclear but few study revealed that the primary reasons for the high dropout rate have been observed as lack of educational opportunity. In addition it is ob-served that , women often succumb to the daughterly guilt where they take upon themselves the responsibility for the care of elders in the family. This influences most senior women to leave the job & workplace. This Paper studies the comparison between the male and female employee in selected service industries to explore the reasons of gender differences in Leadership Roles. The study also focus about the employee perception towards the female to handle senior roles and responsibility and also organizational initiative for balancing the male and female ratio in leadership role. The data used is primary as well as secondary. The primary data is collected from male and female employees of some selected Indian service industry. The sam-ple size is 60 in which 30 male and 30 female . MS. Excel is used for data analysis.

Keywords-Corporate Women , Female Leadership , Gender Analysis, Indian Service Sector , Leadership roles

I. INTRODUCTION

Leadership is a process in which an individual guide and motivates other individual or a group of people towards the achievement of common goals. Research has also inspected whether or not there is gender gap in leadership positions, and these variation can be seen from a relationship based and /or task based perspective. Presently it has been seen that Leadership positions have predominantly held by men and thus men were therefore stereotyped to be more effective leaders. Further females were seen less in senior roles leading to a lack of data on how they behave in senior roles.

Studies shows that "Indian women drop out of the workforce much early in their career compared to their counterparts in other Asian countries. McKinsey's Women

Matter research has been emphasized to find out "How women adds to corporate performance, and also what steps companies are taking to change the status quo and which among them are the most suitable".

An annual survey from Grant Thornton International conducted ahead of International Women's Day (March 8, 2016). India ranks third lowest in the proportion of business leadership roles held by women, at 16%. The study said adding that 34% of the Indian businesses surveyed have no women in leadership. (2016) India continues to rank third lowest in the proportion of business leadership roles held by women for the third year consecutively, according to a global survey by Grant Thornton – Women in business: New perspectives on risk and reward. Only 17 % of senior roles are held by women in India. The survey of 5,500 businesses in 36 economies further adds that 41 % of the Indian businesses surveyed have no women in leadership roles, 7 points higher than the last year. (8 March 2017).

Figure-1 Percentage of women in senior business roles - Top 10 Country

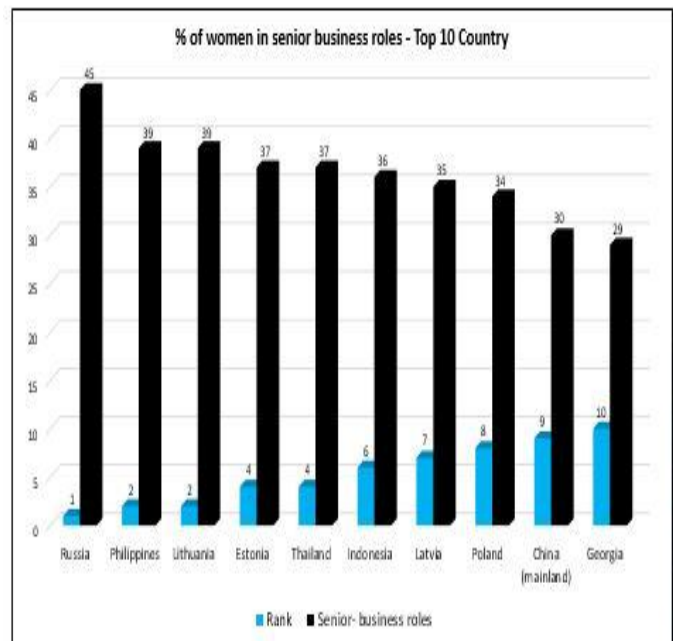
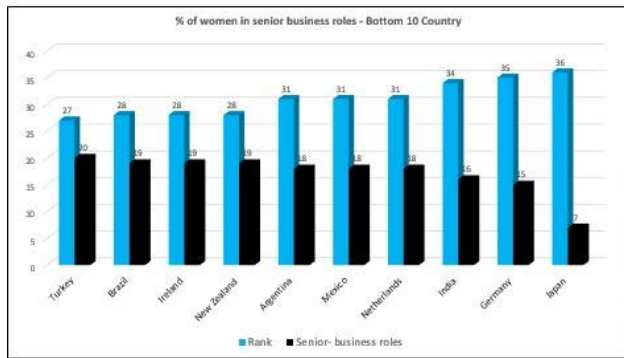


Figure-2 Percentage of women in senior business roles-Bottom 10 Country



The above graph shows the % of women in senior business roles, Top ten countries and bottom 10 countries. India's percentage is 16% and the rank is third last position i.e.e 34. Figure. 2

Women contributes about half of the population of India. Now its times to change, there is huge waste of talent, if the country used its half human resource. Thus the researcher wants to know about the reasons of low percentage of women in senior roles by interacting with the male and female employee working in service industry. And also the challenges and barriers faced by them to reach at the present positions.

II. REVIEW OF THE LITERATURE

Leadership education and knowledge is required for the students to develop the skills for leading dynamic industries and a mind-set oriented to innovative ideas. For females leadership education would be beneficial for entering in fields in which women are underrepresented in senior leadership. "New college graduates are less effective leaders, because of lacking formal leadership education, problem-solving, decision making, and effective group interaction skills". Bronstein C et al (2015). According to the study, the leadership qualities most lacking among graduates are (1) the ability to collaborate effectively, (2) adeptness at critical thinking, and (3) knowledge of how to communicate with diverse constituencies. These interpersonal and cognitive abilities, often described as "soft skills,". Bronstein C et al (2015).

Research findings of Mwando C. M.,et al. (2014) explored the challenges being faced by women in ascending to decision making positions in the hotel sector in Zimbabwe. "Patriarchal nature of Zimbabwean society in which culture destined women to play subservient roles to men thereby 'ring-fencing' decision making as primarily a male domain. Besides this other critical challenges faced by women in

ascending to decision making positions were power-phobia and fear of social backlash of the decision making function". Mwando C. M.,et al. (2014). "If the major cause of the vertical gender gap in management is culture, then corporate or public policies that seek to reduce this gap must focus on culture. For Instance "Family-friendly policies" could place a ceiling on working hours for all salaried workers, mandate On-site employer-sponsored childcare for workplaces over a certain size, while education policies could create programs, available to both sexes, to foster student participation in science and mathematics pro-grams in secondary schools and colleges as well". Haveman A.et al(2012)

James Lemoine. G. et al (2016) explore contextual factors that can influence when women are likely to emerge as leaders. "Initially leaderless groups grant leader roles to their members based on complex combinations of individual-and group-level characteristics, such that group compositional factors that encourage communication and interaction". The "think leader, think male" paradigm is a longer-standing idioms in leadership study, but this research shows that this paradigm weakens and some-times inverts under certain group conditions. "Women are more likely to emerge as leaders in groups with more men, in conditions of high group extraversion, Their studies help to fill this gap by theorizing and testing how individuals characteristics, in relation with group characteristics, influences leadership emergence". James Lemoine. G. et al 2016. Considering the reasons for the shortage of women as leaders, researchers explored the impact of group and organizational Structures. R. Michelle et al (2016), reviews re-search on the Glass cliff—"the tendency for women to have access to high-level leader-ship positions that are inherently risky and ultimately prone to failure". R. Michelle et al 2016.

D. Belle et al(2016) identify a "Queen bee phenomenon where by women leaders in male-dominated organizations can be prompted to distance themselves from more junior women and in the process legitimize gender inequality in their organizations." D. Belle et al(2016).

According to Renée A. et al. (2012) "extant literature available that women are different from men in their choices and preferences, but little is known about gender differences in the boardroom". By conducting the large survey of directors, the study shows that male and female directors differ systematically in their center values and risk attitudes. Consistent with the findings for the population, "female directors are more benevolent and universally concerned but less power oriented than male directors. In contrast to findings for the population, they are less tradition and security oriented than their male counterparts. They are also more risk loving

than male directors. Thus, having a woman on the board need not lead to more risk-averse decision making.” Renée A. et al. (2012).

III.OBJECTIVE/RESEARCH QUESTIONS

The objective of the study include-

1. To study the satisfaction level of employees in their position/ designation.
2. To study the perception of peers and superiors towards the senior level positions of females.
3. To study organization’s initiative towards maintaining male and females ratio in leadership position

IV. RESEARCHMETHODOLOGY

Design Of The Study-Descriptive Research

Type of Research - Quantitative Research De-sign

Data collection techniques– Survey through questionnaire.

Target Respondents:- Male & female employee working in IT , ITes, Banking, Insurance and Telecom.

Sample Size- 60 male & female employees working in upper & middle positions in above industry.

Sampling Method-Convenience sampling.

Database Instruments for Data Collection-

The Primary data was gathered from sample respondents .Secondary data will be Annual office Report, Case Studies , Auto biography etc. Different books in the area of sociology, management & leadership, internet and other documented sources.

Instruments for Data Collection - The data will be collected from structured questionnaire.

Data Analysis tool: MS office Excel.

V. FINDINGS & INTERPRETATION

1. Are you satisfied with the given job responsibilities & designation?

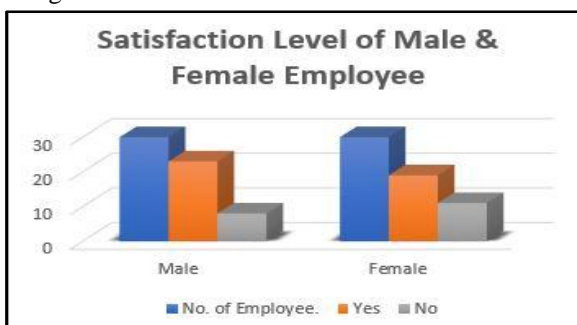


Figure:3

2. Do you think that your Skills/qualification matches with your job Profile?



Figure:4

3. What hurdles do you face to reach at this point?
4. Do you think that females are equally taken responsibility as compared to male?

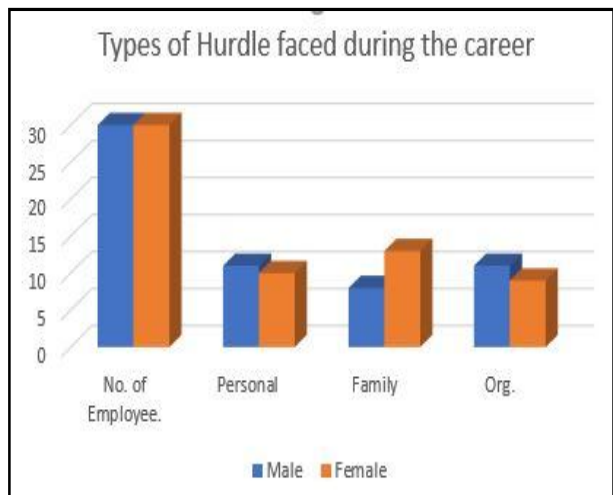


Figure:5

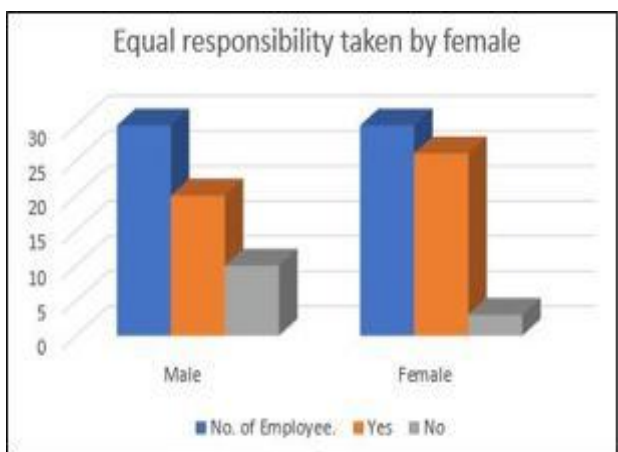


Figure:6

5. Do you think that family responsibility will create any effects in your promotion?

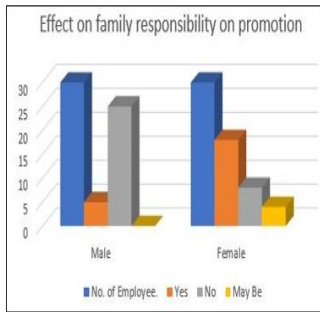


Figure: 7

6. Do you think that male managers of your organization promote females for senior level?

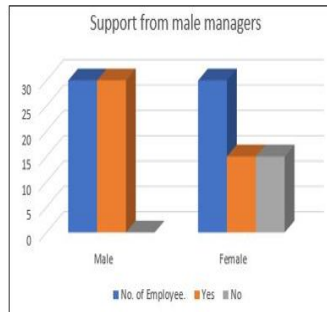


Figure: 8

7. Do you think that there is a "Boys Club" in your Organization?



Figure:9

8. What initiative /steps has been taken towards Promoting females in your organization?

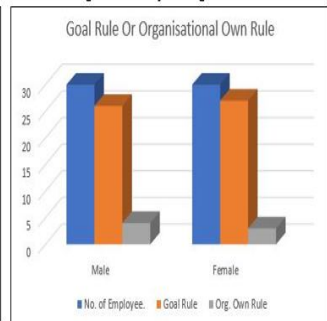


Figure:10

1. According to the survey, 76.66% of the male employees and 63.33 % females employees are satisfied with their job responsibility and designation. There is the large difference between the two numbers or it can be said that environment supports male to make them comfort in their job.
2. There are around 80 % of male employees, and 66.66% female employees who are working according to their experience and qualification. This also evident that male employee are more chances to lead in senior position as compared to females.
3. Figure 5 shows that family responsibility are most common hurdle among the female as compared to personal and organisational factors.
4. 66.33% of male employees and 86.66% females thinks that females are equally responsible towards their job as they compared to male. This shows that there is a pre assumption in the mind of the public that females are slightly less capable to handle high risk job . Even females themselves don't think that they can manage the risk.
5. 60 % of females said that there is a effect of family responsibility on their promotion and only 26.66 % said that there no effect of family responsibility on their

promotion while 13.33% are not sure about the same. If we see the numbers of male counterparts effect of the family responsibility on promotion is less. 83.33 % male employee said that there is no effects of family responsibility on their promotion , still 16.66% said that there is effects of family responsibility on their promotion.

6. There are 100 % of male employees, and 50 % female employee thinks that they got support from their male managers to promote for senior level. The numbers are surprisingly, males thinks that they are supporting to females but only half females thinks that they get the support.
7. Around 66.66 % of females thinks that, there are not a "boys clubs" in an organisation, while only 33.33 % thinks that somehow can be said there is a boy's club in the organisational environment.
8. The study reveals that, both male and female employee are agree that of goal rule initiative can be taken towards promoting females in an organisation, whereas 16.66 % says that organisational own rules is the best way to promote women.

VI. CONCLUSION & SUGGESTIONS

It is seen that today's women is self motivated to balance her personal and professional life. But the study shows that the more females are working at their lower designation with respect to their qualifications and experience. Beside having supporting family some support from the organisational and society side is required to climb the ladder. The findings also suggest that manager or superiors are supporting female for the senior roles but peers staff has less support for the same. The employees wants the goal rule rather than organizational own rule to lead in the senior positions. Thus in spite of the considerable family support , gain in equity of status women in still face innumerable barriers to their careers. Viz. Structural Issues in Society and Corporate Settings, Work Environment , Glass Ceiling , Stereotyping, prejudice, Isolation. It is seen in our society that women are compelled to leave the job for the sake of family and children responsibility, Thus if women can handle the risk associated of new born child , how she can not manage the task and risk of the business?

Because of there are various hurdles that comes under goal or objectives of females employees, so there should be a counselling department that help to overcomes of these issues and worries related to company, family or social. Every company need to support to their females employees, so they can easily reached to senior level, even for financially problem or mentally pressure.

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