

## META-ANALYSIS OF LEADERSHIP BEHAVIOR PRACTICES: AN EMPIRICAL STUDY OF SELECTED INDIAN COMPANIES

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### Abstract

*Leadership, both inside and outside instructive settings, stays a male centric field. Female pioneers regularly are assessed in view of male leadership attributes, studies have shown that diverse workforce and leadership gives various viewpoints to a business, which leads to better decision making and overall success. In India, just 35% of scholastics are women and surprisingly less is addressed in leadership positions. This paper investigates the encounters of men and women working in managerial leadership positions in selected Indian companies. Across India, data has been collected from 100 selected Indian companies from various sectors. Data collection through structured telephonic interviews and quantitative data through structured questionnaire has been collected which gives knowledge into how women in leadership has proven instrumental to an organizations success. The discoveries of this research are expected to urge and give experiences to leaders who might seek to accept scholarly leadership positions in instruction.*

**Keywords:** *leadership, leadership behavior, women leaders, gender difference*

### Introduction

Universally, simply 3 to 4 percent of women involve the positive of Chief Executive Officer (CEO) (Sherwin, 2014). Women stood firm on only 3.8 percent of CEO footings in Fortune 5 hundred organizations in 2012 (Bailey, 2014). Albeit a huge measure of grant records underrepresentation of women in top management roles analysts differ about regardless of whether there are less women pioneers since they're less compelling at the particular employment, or on the grounds that society anticipates that they should be despite prevailing generalizations that men are more powerful pioneers than women have expanded to position of leadership in organization and in business proprietorship (Antonaros, 2010). While further developed open doors and changing insights recommend that women would get more leadership roles later on (Antonaros, 2010), they right now keep on encountering foundational separation, instructive imbalance, and ordinary provocation (Douglas, 2012; Prime et al., 2009; Sharma, 2016). According to UNESCO, women occupied less than half of the scholastic and management roles in advanced education foundations in 1993, and

they were primarily addressed in lower-level scholarly and administrative positions (Dines, 1993). Over twenty years after the fact, insights show negligible improvement, particularly in leadership roles, where women continue to be underrepresented globally. Albeit the quantity of female understudies has developed globally from the 10.8 million to 77.4 million somewhere in the range of 1970 and 2008 (UNESCO, 2010) "the sensational expansion in the quantity of women understudies has not been matched by development in the quantity of women in senior leadership jobs" (Morley, 2013, p. 1). A greater number of women than men enter the showing calling, however in many nations, women involve not many senior leadership and the executives' positions in training (Coleman, 2007). This dissimilarity is especially obvious in India where females every now and again are treated as subordinate to guys and get less open doors than their male partners (Haque, Palacios, and Tavares, 2017). There is a consistent pattern of resentment, isolation, and avoidance for women who hold positions of authority in India. Women's underrepresentation in instructive managerial positions limits

information about women's leadership qualities, practices, and viability as authoritative pioneers clarified that "as of not long ago, the vast majority of the insightful work on leadership, both inside and outside the company, was directed by men and zeroed in on male pioneers" (p. 9). Manly standards and leadership rehearses serve to bar women. The constancy of "male-driven leadership models and standards have served to restrict women's desires in regards to leadership, just as their admittance to leadership jobs" despite women's capability to be powerful and groundbreaking pioneers, their regulatory ability and leadership capacities remain underutilized.

Business executives in India are increasingly turning to women as an untapped source of economic growth. There are still many firms that struggle to implement diversity-focused initiatives to build an inclusive workplace where women can thrive. Because of this, it's clear that corporations aren't doing enough to ensure that women are fully represented in India's corporate boards and management teams.

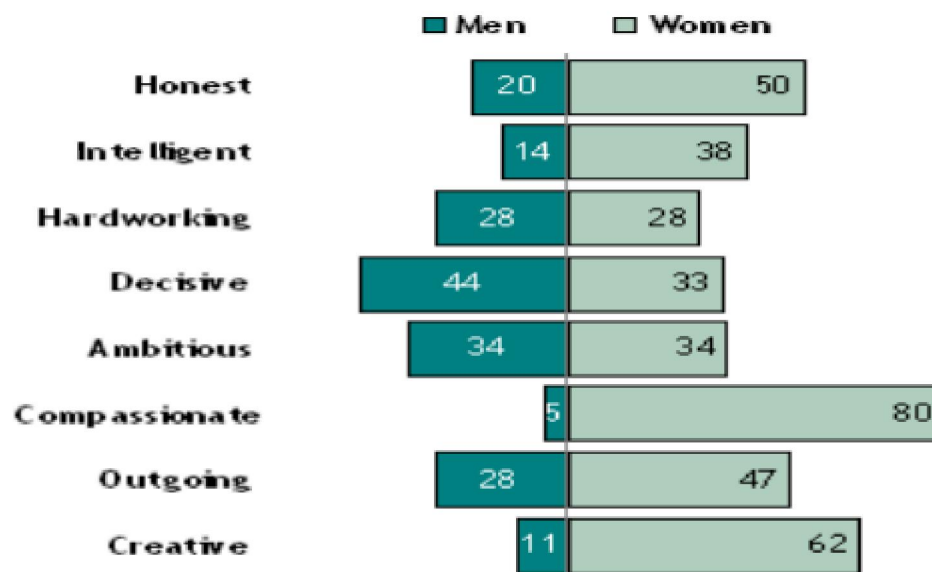
At some point in their careers, over half of all Indian women quit their jobs at the lower levels of management. A gender gap occurs at all stages of the pipeline for women, according to research performed by EMA Partners International in India, and it tends to expand as women advance to senior management positions, demonstrating a divergence between present objectives and women's involvement (Sachdeva, 2014). The percentage of senior positions held by women in India in 2016 was only 16%. There were just 11% female CEOs in a 2015 assessment of 240 major Indian and global firms. The banking and services business accounted for over half (54%) (Palvia et al., 2015). The number of women in positions of authority and management in modern corporations is on the rise. Many circumstances, both environmental and personal, have led to the vast array of

experiences these women have had. Claims have been made that women leaders are distinct from their male counterparts in style, orientation, power play, anticipated conduct, and success (Appelbaum & Shapiro, 1993). When it comes to getting things done, Indian women are breaking with convention and becoming leaders who inspire their colleagues, regardless of gender (Mokta, 2014).

## **WOMEN EMPLOYEES IN LEADERSHIP ROLES: FACTS AND FIGURES**

Another Mercer study on Women's Leadership Development found that organisations in the Asia Pacific region are oblivious to the need of offering women additional leadership roles, with roughly 15% of respondents coming from Indian associations. Obviously, it's not to the point of having the fortitude; organizations should embrace a way of thinking empowering gifted women to lead from front.

- Nearly 73 percent of businesses lack a plan for advancing women into leadership positions.
- 42 percent of organisations do not provide activities tailored to the requirements of female executives.
- 9 percent of businesses want to hire more programmers and activities in the future.
- 20 percent of businesses are highly worried about keeping women in positions of leadership.
- To recruit and keep female talent, 20% of employers want work-life programmers.
- 81 percent of businesses want to assist women in gaining the entire range of skills required for top leadership positions.
- Many of the people polled feel that women are capable of leading. According to the study, the public considers women to be superior to males when it comes to honesty, intellect, and a few other character attributes that people respect highly in female leaders.



By the by, a simple 6% respondents in this study of 2,250 grown-ups say that, in general, women improve pioneers than men. Around one-in-five individuals (21%) believe men make better leaders, while the vast majority (69%) believe people make equally good pioneers. The oddity implanted in these study discoveries is important for a more extensive research in current culture regarding the matter of orientation and leadership. In a period when women have made complete achievements in instructive accomplishment and labour force cooperation, few have made it all the way to the highest ranks of governmental or business leadership. Unexpectedly, the public ranks women either better than or equal to men on seven of the eight leadership attributes assessed in this study. For example, a large majority of adults believe women are more fair than men, but just one-in-five believe men are more honest (the remainder indicated they had no clue or give the opinion that there is no difference between the genders on this trait). Also trustworthiness, as per respondents, is the most vital to the leadership of any of the attributes estimated in the review. The following most significant leadership characteristic, in the general visibilities, is insight. Once again, women outnumber men: 38 percent of respondents believe women are smarter than men, while just 14 percent believe men are smarter, and the remainder believe there is no difference between the genders.

#### INDIAN WOMEN'S KEY STRENGTHS AS LEADERS ARE AS FOLLOWS:

- Capacity to connect with partners
- Capacity to see and get circumstances
- Solid feeling of devotion, dependability and obligation to their associations
- Capacity to perform various tasks
- Cooperative work style-request input from others, with deference for thoughts
- Emergency the executives abilities
- Ability to share data (intelligent leadership style)
- Responsiveness seeing someone (e.g., sympathetic, compassionate, understanding)
- Acting in a sexually impartial way

India's experience with women in management in the changing economic environment. Change in the workplace will take time, according to Asia Pacific Business Review. Arrangements and rules that improve orientation and quality interaction may bring about change in the Indian context for women in leadership. Change can happen through the groups will to adjust the attitude of individuals to conquer distinctions in sexual orientation at the instructive and authoritative levels.

#### Research Methodology

##### Sample

Using a survey of over 350,000 managers and non-managers from a wide range of demographics and companies, Kouzes and Posner in 1987 created the Leadership Practices Inventory (LPI), which was used in the current study to better understand senior leadership behavior (Kouzes & Posner, 2002b)

and a demographic questionnaire. The LPI instrument and the demographic questions were asked via the online survey through the google form. To achieve this, a total of 100 companies from various industries were picked at random throughout India. Executives were notified prior to data collection since data gathering is time-sensitive and might have a detrimental influence on work performance (particularly for executives), and appropriate permissions were obtained. Managers should also schedule time for themselves to be educated about the research and data collecting.

Thirty workers were asked to participate in a pilot research and provide feedback on the questionnaire's size, design, and language. Using a simple sample strategy, participants were able to reply to the survey in their spare time, which did not interfere with their job performance throughout the workday. A total of 450 workers with a variety of years of experience in their separate companies received questionnaires after the first round of distribution. Respondents were asked to complete and submit questionnaires connected to a google form; all questions were required (the questionnaire will not submit until all the answers are given). Emails were issued to people who had not responded to the survey. A total of 400 people responded to the survey.

#### *Measures*

Except for the demographic data of the participants, all of the study's components are assessed using several items on a 5-point Likert scale. The Peter G. Northouse, Sage Publications Leadership Scale was utilised to measure the leadership behaviour of the female executives. Respondents are asked to estimate how often they exhibit the behaviour indicated in the statement. A 5-point Likert

Scale is used, with the five numbers signifying the following interpretations of the conduct stated in the statements:

1. Always
2. Often
3. Sometimes
4. Rarely
5. Never

#### *Hypothesis*

**H<sub>0</sub> : What leadership skills do man and woman need to be successful in executive level roles in organization?**

To find out leadership behavioral skills of executive cadre, the study also attempted to find out which leadership behavior of female executives was most important for improved success. In this hypothesis, a one-way ANOVA is used to determine whether or not there are statistically significant differences ( $p < 0.05$ ).

#### *Scope and Limitations*

This study will be limited to professionals working in Indian companies having a good number of women executives. A broad range of industries such as manufacturing, medical services, health, education, NGO's and government companies have been entertained.

#### *Data Analysis*

The main data was gathered using a planned schedule and analysed using SPSS 22.0. It enables accuracy and unchanging information quality, and it delivers data in such a way that it follows these lines, to the point. For a better understanding of the results, tabulation have been used.

#### *Reliability and Validity Testing*

Cronbach's Coefficient alpha was used to assess the measurement's reliability. The following are the findings of this study based on information gathered from executives at a number of Indian businesses.

**Reliability Statistics for the responses of Executives**

<b>Reliability Statistics</b>	
<b>Cronbach's Alpha</b>	<b>N of Items</b>
0.826	30

From the table above, it can be seen that the Cronbach value for the replies to the 30 research questions was determined to be 0.826, which is an excellent representation of data quality and demonstrates that the obtained data is around 82 percent reliable. Cronbach's  $\alpha$  (alpha) is a widely used psychometric

instrument or tool for assessing data dependability. The reliability coefficient reveals how dependable the scale is for gauging trust and commitment. As a result, a variety of statistical methods may be used and evaluated.

## Demographic Analysis

### Gender of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Female	207	51.7	51.7	51.7
Male	193	48.3	48.3	100.0
Total	400	100.0	100.0	

The table shows the genders of the participants in the research. Above table shows that 207 female out of total 400 participants while 193

participants are male. Above analysis shows that 51.7% and 48.3% female and male respectively.

## ANALYSIS OF 5 POINT LIKERT SCALE QUESTIONS

### Descriptive Analysis

Questions	N	Missing	Mean	Median	SD
Q1. I lead by example in terms of what I expect of others.	400	0	3.92	4.00	0.715
Q2. I discuss future trends that will affect how we accomplish our business.	400	0	3.88	4.00	0.790
Q3. I look for chances that will put my talents and abilities to the test.	400	0	3.97	4.00	0.808
Q4. I cultivate cooperative ties with the individuals with whom I work.	400	0	3.91	4.00	0.767
Q5. I congratulate others on a job well done.	400	0	4.02	4.00	0.804
Q6. I devote time and effort to ensuring that the individuals with whom I work conform to the ideas and standards we have established.	400	0	3.97	4.00	0.625
Q7. I provide a vivid picture of what our future may look like.	400	0	3.96	4.00	0.666
Q8. I encourage individuals to experiment with new and inventive methods of doing their jobs.	400	0	3.90	4.00	0.629
Q9. I actively listen to a variety of viewpoints.	400	0	3.94	4.00	0.699
Q10. I make it a point to express my belief in other people's skills.	400	0	3.88	4.00	0.678
Q11. I keep my pledges and keep my obligations.	400	0	4.01	4.00	0.615
Q12. I'm appealing to people to share their fascinating future visions.	400	0	3.93	4.00	0.710
Q13. I look for inventive methods to better what we do outside of my organization's official bounds.	400	0	4.05	4.00	0.666
Q14. I treat people with respect and decency.	400	0	4.07	4.00	0.631
Q15. I make certain that employees are creatively compensated for their contributions to our initiatives' success.	400	0	4.00	4.00	0.649
Q16. I seek input on how my activities influence the performance of others.	400	0	4.04	4.00	0.683
Q17. I teach people how engaging in a shared vision might help them reach their long-term goals.	400	0	3.94	4.00	0.630
Q18. When things don't go as planned, I ask, "What can we learn?"	400	0	4.05	4.00	0.590
Q19. I believe in individuals making their own choices.	400	0	3.97	4.00	0.680
Q20. I publicly honour persons who demonstrate a strong commitment to common principles.	400	0	3.97	4.00	0.669
Q21. I work to establish a common set of values for the management of our company.	400	0	3.88	4.00	0.635
Q22. I sketch out the "grand picture" of what we want to	400	0	4.03	4.00	0.645

Questions	N	Missing	Mean	Median	SD
achieve.					
Q23. For the initiatives and programmes that we work on, I make sure that we create attainable objectives, formulate solid strategies, and define quantifiable milestones.	400	0	4.01	4.00	0.575
Q24. I offer individuals a lot of leeway and control over how they accomplish their jobs.	400	0	3.96	4.00	0.624
Q25. I find methods to congratulate myself on my achievements.	400	0	4.03	4.00	0.616
Q26. I am quite clear about my leadership philosophy.	400	0	4.02	4.00	0.643
Q27. When it comes to the deeper meaning and purpose of our job, I speak with true conviction.	400	0	4.05	4.00	0.650
Q28. Even if there is a potential of failure, I experiment and take chances.	400	0	3.93	4.00	0.607
Q29. I make sure that individuals advance in their careers by acquiring new skills and expanding their knowledge.	400	0	4.08	4.00	0.658
Q30. I express my gratitude and support for the work of the team members.	400	0	4.06	4.00	0.574

## HYPOTHESIS TESTING

### H<sub>01</sub> : What leadership skills do man and woman need to be successful in executive level roles in organization?

In order to determine which of the dependent variables showed significant differences between executive women and executive men, a series of one-way between

groups analysis of variance (ANOVA) analyses were performed. In this hypothesis, the independent variable is organizational level and the dependent variable is 30 individual leadership behaviors of the leadership practices inventory assessment were analyzed. These dependent variables are continuous variables, with possible scores ranging from 1-5 on each of the 30 leadership behaviors.

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Q7. Describes a compelling image of the future	Between Groups	3.635	2	1.818	4.313	<b>0.014</b>
	Within Groups	167.302	397	.421		
	Total	170.938	399			
Q12. Appeals to others to share dream of the future	Between Groups	2.982	2	1.491	4.110	<b>0.017</b>
	Within Groups	144.016	397	.363		
	Total	146.998	399			
Q13. Searchers outside organization for innovative	Between Groups	2.080	2	1.040	2.863	<b>0.048</b>
	Within Groups	144.198	397	.363		
	Total	146.277	399			
Q17. Shows other how their interests can be realized	Between Groups	1.739	2	.869	2.601	<b>0.006</b>
	Within Groups	132.699	397	.334		
	Total	134.438	399			

In the above table, the alpha level was set at the level of 0.05. Of the 30 leadership behaviors, four were initially found to be significantly different between men and women executive by organizational level. That is, women executives' organizational level reported engaging in four leadership behaviors

significantly more frequently than men organizational level.

Using the corrected alpha changes reported the significant results for four leadership behaviors [items Q7 - describes a compelling image of the future ( $p=0.014$ ), Q12 - appeals to others to share dream of the future ( $p=0.017$ ), Q13 - Searches outside

organization for innovative ( $p=0.048$ ) and Q17 - shows other how their interests can be realized ( $p=0.006$ ]. Therefore, there are significant differences of “**leadership skills do man and woman need to be successful in executive level roles in organization**”. So, the null hypothesis is rejected.

### Recommendations and Conclusions

Leadership is so widespread in businesses that very little can be accomplished without strong and dedicated leadership. In every company, organisational success is the result of strong leadership conduct, without which the organization's mission is failed. As a result, the efficacy of organisational leadership behaviour is critical to organisational change. The core of every leadership style, whether authoritarian, democratic, or laissez-faire, alters depending on the gender, as does the reaction they generate from executives. Therefore, in order to experience the anticipated success in the organization, the right kind of leader irrespective of the gender must be chosen.

**Based on our empirical findings, we make the following recommendations.**

1. **Compelling image of the future:** Great leaders create a powerful imagery for their organization, women's sensory experience captures more heart than head. Let us all together pave way for the women executives that help us in increasing organizational productivity and employee engagement.
2. **Appeals to others to share dreams of the future:** Women are better equipped to conceive a vision for the future and motivate others to identify their responsibilities in shaping it by studying and comprehending it.
3. **Searches outside organization for innovation:** Women seek to tap the potential by encouraging their employees to scout for new ideas. High performing women leaders exactly know what makes an innovative organization as well as how it contributes to its growth.
4. **Shows others how their interests can be Related:** Women tends to show sincere curiosity and concern for their employees and they will respond willingly to you. When you take interest in others you build their confidence and self-esteem, making them feel important.

In conclusion, it is of great worth to note that this research work on the subject of leadership is not exhaustive, but significant and meaningful conclusions can be drawn from it. From our findings, we conclude that leadership behavior in selected Indian companies has its impact significantly. Thus, the diversity of leadership should be maintained so that the organization can experience continuous transformation.

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