

## ***Transformational Leadership Skills among Women Managers - A Study with Reference to Select Industries of Chennai City***

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### **Abstract**

"A great leader is one who has vision, perseverance and the capacity to inspire others"-Cynthia Tredell, President Brunswick Corpn's Sea Ray Group.

Leadership styles can be defined as a constant pattern of behaviour applied by the leader for his / her followers in the direction he / she wants. Indeed, the leadership style is a way for the leader to validate his / her vision among his / her followers and motivate them to achieve a specific goal. A leader has several styles of leadership at his / her disposal depending on the situations he / she encounters according to society values, the culture of organizations, nature of the task and the characteristics of followers. The managerial grid of Blake and Mouton is based on two behavioural dimensions. One can identify them as the two major types of leadership that are addressed as recurrent and used as a basis for other leadership styles: "task oriented" and "people-oriented". The "task oriented" leadership concerns the degree to which a leader emphasizes concrete objectives, organizational efficiency and high productivity when deciding how best to accomplish a task. The "people-oriented" means the degree to which a leader considers the needs of the team members, their interests and areas of personal development when deciding how best to accomplish a task.

Using several recent researches on leadership styles, one could infer three essential points. The best or more effective style of leadership is the transformational leadership where women manager's effective style depends on the interaction between the leader, the followers and the situation. The second point resides in that transformational leadership in which single style leaders adapt to the situation. The third and final point is a combination between the facts that leadership styles can be learned. Leaders are born with a certain style, but they follow specific kind to transform the situation.

In the recent decades, the situations faced by the leaders are highly evolved and increasingly complicated, especially with the globalization that has made organizations more complex and competitive, in addition to the rapid development of technologies and teams being increasingly multicultural. Nowadays, the "great man" leadership style no longer works efficiently. The effective leadership style is rather a leader who has similar qualities of a good instructor rather than an autocratic leader. In other words, organizations today are seeking contemporary leaders who have the ability to guide and encourage their teams efficiently. This requires that the leader has a high competence in relation to communication, collaboration and listening skills. However, he / she must have the ability to motivate the employees to give their best and be creative. A leader must also set an example in terms of behaviour and ethics, so that followers perceive him / her as a role model. A leader must know how to create and present a clear and accurate picture of the values and goals of an organization so that it can be shared by the entire team.

The last twenty years has seen a paradigm shift in views on leadership. Leaders in organisations have been urged to adopt a less autocratic style, to be more democratic and to engage and empower followers rather than instruct them

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(Northouse, 2007). Such a leadership is believed to produce more effective organizations and more motivated employees.

Leadership plays a central part in understanding group behaviour, for it is the leader who usually provides the direction towards goal attainment. This is a process of influencing people and providing an environment for them to achieve team or organizational objectives. There is too much focus on the role of women as business leaders. Sometimes, there is more emphasis put on the fact that she is a woman rather than (on) results. At the end of the day, it is the result that counts.

One recent survey reported that 86% of the male and the female chief executives believe the leadership and management skills of women differ markedly from those of their male counterparts, with women generally seen as consensus builders and are able to “nurture strong interpersonal relationship”. These perceptions are consistent with the views of several writers, who suggest that women have an interactive style that includes more people-oriented and participative leadership. They suggest that women are more relationship-oriented, co-operative, nurturing and emotional in their leadership roles. They further assert that these qualities make women particularly well suited to leadership roles at a time where companies are adopting a stronger emphasis on teams and employee involvement.

Several recent surveys reported that women are rated higher than men on most leadership dimension including the emerging leadership qualities of coaching, team work and empowering employees. “Leadership is a providential combination of factors, such as character, talent and timing”.

### **Transformational Leadership**

The term “transformation” has been defined as “a change or refinement in the consciousness and character of individual human beings”. Leaders are those who inspire followers to transcend their self interests and who are capable of having a profound and extraordinary effect on followers. They pay attention to the concerns and developmental needs of individual followers and they change follower’s awareness of issues by helping them to look at old problems in new ways and they are able to excite,

arouse and inspire followers to put out extra efforts to achieve group goals.

### **Background of the Study**

Traditionally women in India were regarded as second-class citizen in relation to men and they were expected to play their roles in the kitchen. Women were brought up to believe that they had a limited part to play in the management of organizations. The woman who managed to extricate herself from the domestic bondage was seen to be competing with men and as having no time for her family. However, recent studies by Lutege and Wagner revealed that few women leaders have made some significant strides in changing people’s negative attitudes towards women managers. They further reported that women devised strategies for solving the constraints by joining a support women group, developing time management skills, hiring house helps and discussing and reasoning with their husbands. Although senior women leaders have high potential to contribute to the social and economic development of the organizations, they are often faced with several constraints. Some of the constraints often cited are lack of opportunities for further education and training, balancing family and work issues, lack of access to innovative or appropriate technologies and adhering to unfavourable cultural and traditional practices that limit their job performance although men and women managers are faced with time constraints. Women are more affected as a consequence of time spent in household work may have substantially less time available for their office work than do their men counterparts. Other constraints that have been cited include multiple roles leading to stress and adherence to men dominated policies that do not create a level playing ground and enabling environment for women senior managers. Other studies have identified failure to engage men in the struggle for gender equality and the emphases on lobbying and advocacy rather than monitoring and evaluation. Despite the constraints cited above, a few women in software industry have made it to the top ranks in the leadership.

### **Statement of the Problem**

The importance of holding leadership for women and the way they lead in the men dominated

organization has been in discussion for the last two decades, based on the growing opinions among its critics from the counterparts that women leaders are ineffective and barriers are blocking women career path to leadership position. Researchers have expressed the need for reform. Some of the authors have opined that the ability to reform the glass ceiling and leadership for women lies in the hands of women leaders. The problem addressed by many women leaders are women juggle with family responsibilities and fear leadership roles taking over their lives. They continue to face a range of barriers from the outside such as industry and individual discrimination along with the reality that they often have the major responsibility for family life and they tend to come to leadership roles later in life because of interrupted career path.

Being mindful of the importance of leadership in organization and the increasing number of women leaders in the IT industry, the aim of the study was to discover some of the factors that attribute to the success of women leaders in the IT industry. The aims are:

- To survey the attitudes and the leadership styles of women towards the leadership roles.
- To analyze the qualities of women leaders' strength and opportunities in leadership for the success of being a transformational leader.
- Make recommendations about how to support more women to take on leadership roles.
- To elicit their advice for aspiring women leaders of the future regarding leadership in the IT industry.

#### **Purpose of the Study**

The purpose of the research was to gain a better understanding of the leadership style attributed by women leaders in the IT industry. The research intends to accomplish what makes the leader successful in short-term and long-term plan towards the motivational environment promoting team effort and spirit. The goal of the research is to overcome the difficulty of reducing the sex-

stereotyping in the leadership position. This research extended existing research into the content of attitude of transformational leadership in women leaders and contributed new knowledge and understanding. The main questions asked in this study were;

- What were the opportunities which led the women as leaders?
- Do they face any barriers in their leadership?
- What type of leadership style is practiced and what are the challenges faced?

#### **Significance of the Study**

The focus of this study is to investigate coping strategies used by women taking leadership roles. Therefore, the findings and recommendations of the study are important as they are expected to contribute to the theory and tend to balance their family lives with careers on the road to successful leadership. The study of women leaders is particularly important, since women face more constraints / challenges when managing in a male dominated environment. In addition, aspiring women leaders will benefit from the findings of this study, as they will get to realize that these are coping strategies that may ensure their survival in leadership positions. Further, the results of the study will fill the existing information gap and thereby contribute to the knowledge in the area of women in leadership and management.

#### **Objectives of the Study**

The broad objectives of the present study are:

- To give an overview about the transformational leadership.
- To study the contemporary relevance of women leadership.
- To understand the strengths, weaknesses, opportunities and threats of women as transformational leaders and
- To offer suggestions for promoting leadership among women leaders.

## Methodology

To elicit opinion from the women managers, the researcher contacted 200 women managers on convenient sampling basis from among the several IT companies in Chennai. The sample for this study was recruited from the population of Women Leaders of Junior, Senior and Top levels in the IT industry in the Chennai city. They were selected because of holding tag in the position. The 200 potential respondents formed the target population of this study from whom statistical data were collected. Each respondent was informed about the confidentiality of the responses and of the fact that under no condition will the identity be revealed. For the purpose of study, data were collected through issue of interview schedule and they were selected at convenient sampling method. The study area is confined to Chennai city.

Other data are extracted from books, articles and websites. In order to gain a richer understanding of the historical background of female leadership through different times and periods, the researchers referred to relevant books and articles. The selected books helped to strengthen knowledge of the subject and enabled to construct a solid theoretical framework that one could connect to the reality of female leaders in organizations. They will even give the opportunity to discuss these theories relevant in the modern organization and readjust some of them in the case where they are no longer valid today. The collected data are analyzed through mean, standard deviation and chi-square test.

## Limitations of the Study

The sample size was not large enough to be able to generalize these findings. Moreover, the sample was not matched in any respect since the leaders did not belong to any particular management cadre. Further, there were no parameters for selecting women leaders in terms of number of years spent under a leader and therefore, some might have found it difficult to accurately comment upon their leadership trustworthiness. In addition, the scale measuring trust should have been more aligned to Indian culture. Further, the results for transformational leadership and Svadharma-orientation do not capture the

followers' perspective which could have differed from that of the leaders', and that could have caused some discrepancy in results.

## Analysis and Interpretation of Data

The data collected through the well structured questionnaire are analyzed and interpretation is made on the basis of such analysis.

**Table I** depicts that out of the 200 respondents, 62.0 percent are in the age group of below 25-30 years, 33.5 percent are in the age group of 30-35 years, 2 percent are in the age group of 33-40 years and 2.5 percent are in the age group of above 40 years. It is inferred from the table that majority of the respondents are in the age group of 25-30 years.

It is clear that out of the 200 respondents, 72 percent of the respondents are junior level executives, 25.5 percent of the respondents are senior level executives and 2.5 percent of the respondents are top level executives. It is concluded that majority of the sample respondents are junior level executives.

Eighteen percent have completed upto under graduate courses, 37 percent respondents have completed their post graduate courses and 45 percent of the respondents have completed their professional courses. It is concluded that majority of the respondents have completed professional courses.

Seventy three and a half percent of the respondents had less than 10 years of experience, 22 percent of the respondents had 10 - 20 years of experience and 4.5 percent of respondents had above 20 years of experience. The table clearly depicts the majority of the respondents had less than 5 years of experience.

## Relationship between age Group and Opinion on Quality of Women Managers

The mean values of the different age groups vary between 48 and 53. The highest mean score of 53.00 is found among the respondents who are in the age group of 35-40 years. Hence their opinion score about the qualities of women managers is higher when compared to the quality of other respondents. Using the chi-square test the age group and quality of women managers have been tested. For this



purpose, the age group and the opinion on quality of women managers are given in **Table II**.

**Null hypothesis:** The association between the age group of the respondents and opinion on quality of women managers is not significant.

As the calculated Chi-square value (3.148) is less than the table value (12.592) at 5% level of significance for 6 degrees of freedom, the null hypothesis is accepted and it could be concluded that the association between the age group of the respondents and the quality of women managers is not significant.

#### **Age Group and Opinion Towards Strength of Women Managers**

The mean values of the different age groups vary between 38 and 42. The highest mean score of 42.39 is found among the respondents who are in the age group of 25-30 years. Hence their opinion score about the strength of the women managers is higher when compared to that of the other respondents. Using the chi-square test the age group and strength of women managers have been tested. For this purpose, the age group and the opinion on strength of women managers are given in **Table 3**.

**Null hypothesis:** The association between the age group of the respondents and opinion on strength of women managers is not significant.

As the calculated Chi-square value (19.549) is greater than the table value (12.592) at 5% level of significance for 6 degrees of freedom, the null hypothesis is rejected and it could be concluded that the association between the age group of the respondents and the strength of women managers is significant.

#### **Age Group and Opinion Towards Weakness of Women Managers**

The mean values of the different age groups vary between 14 and 17. The highest mean score of 17.55 is found among the respondents who are in the age group of 30-35 years. Hence their opinion score about the weakness of the women managers is higher when compared to that of the other respondents. Using the chi-square test the age group and weakness

of women managers have been tested. For this purpose, the age group and the opinion on weakness of women managers are given in **Table IV**.

**Null hypothesis:** The association between the age group of the respondents and opinion on weakness of women managers is not significant.

As the calculated Chi-square value (29.519) is greater than the table value (12.592) at 5% level of significance for 6 degrees of freedom, the null hypothesis is rejected and it could be concluded that the association between the age group of the respondents and the weakness of women managers is significant.

#### **Age Group and Opinion towards Opportunities of Women Managers**

The mean values of the different age groups vary between 32 and 37. The highest mean score of 37.00 is found among the respondents who are in the age group of above 40 years. Hence their opinion score in opportunities of women managers is higher when compared to those of the other respondents. Using the chi-square test the age group and opportunities of women managers have been tested. For this purpose, the age group and the opinion on opportunities of women managers are given in **Table V**.

**Null hypothesis:** The association between the age group of the respondents and opinion on opportunities of women managers is not significant.

As the calculated Chi-square value (13.516) is greater than the table value (12.592) at 5% level of significance for 6 degrees of freedom, the null hypothesis is rejected and it could be concluded that the association between the age group of the respondents and the opportunities of women managers is significant.

#### **Age Group and Opinion towards Threats of Women Managers**

The mean values of the different age groups vary between 18 and 19. The highest mean score of 19.88 is found among the respondents who are in the age group of 30-35 years. Hence their opinion score in the threats of the women managers is higher when

compared to those of the other respondents. Using the chi-square test the age group and threats of women managers have been tested. For this purpose, the age group and the opinion on threats of women managers are given in **Table VI**

**Null hypothesis:** The association between the age group of the respondents and opinion on threats of women managers is not significant.

As the calculated Chi-square value (7.325) is greater than the table value (12.592) at 5% level of significance for 6 degrees of freedom, the null hypothesis is accepted and it could be concluded that the association between the age group of the respondents and the threats of women managers is not significant.

#### **Age Group and Opinion towards Leadership Style of Women Managers**

The mean values of the different age groups vary between 52 and 58. The highest mean score of 58.00 is found among the respondents who are in the age of above 40 years. Hence their opinion score in the leadership style of the women managers is higher when compared to the other respondents. Using the chi-square test the age group and leadership style of women managers have been tested. For this purpose, the age group and the opinion on leadership style of women managers are given in **Table VII**.

**Null hypothesis:** The association between the age group of the respondents and opinion on leadership style of women managers is not significant.

As the calculated Chi-square value (12.625) is greater than the table value (12.592) at 5% level of significance for 6 degrees of freedom, the null hypothesis is rejected and it could be concluded that the association between the age group of the respondents and the leadership style of women managers is significant.

#### **Position held and Opinion towards Qualities of Women Managers**

The mean values of the different position groups vary between 50 and 52. The highest mean score of 52.00 is found among the respondents who are in the position of top level executive. Hence their opinion score in the qualities of the women managers

are higher when compared to those of the other respondents. Using the chi-square test the position held and qualities of women managers have been tested. For this purpose, the position held and the opinion on qualities of women managers are given in **Table VIII**.

**Null hypothesis:** The association between the position held by the respondents and opinion on quality of women managers is not significant.

As the calculated Chi-square value (10.561) is greater than the table value (9.488) at 5% level of significance for 4 degrees of freedom, the null hypothesis is rejected and it could be concluded that the association between the position held by the respondents and the quality of women managers is significant.

#### **Position held and Opinion towards Strength of Women Managers**

The mean values of the different position groups vary between 40 and 45. The highest mean score of 45.00 is found among the respondents who are in the position of top level executive. Hence their opinion scores in the strength of the women managers are higher when compared to those of the other respondents. Using the chi-square test the position held and strength of women managers have been tested. For this purpose, the position held and the opinion on strength of women managers are given in **Table IX**.

**Null hypothesis:** The association between the position held by the respondents and opinion on strength of women managers is not significant.

As the calculated Chi-square value (6.213) is less than the table value (9.488) at 5% level of significance for 4 degrees of freedom, the null hypothesis is accepted and it could be concluded that the association between the position held by the respondents and the strength of women managers is not significant.

#### **Position held and Opinion towards Weakness of Women Managers**

The mean values of the different position groups vary between 15 and 32. The highest mean score of 32.00 is found among the respondents who are in the position of top level executive. Hence their

opinion scores in the weakness of the women managers are higher when compared to those of the other respondents. Using the chi-square test the position held and weakness of women managers have been tested. For this purpose, the position held and the opinion on weakness of women managers are given in **Table X**.

**Null hypothesis:** The association between the position held by the respondents and opinion on weakness of women managers is not significant.

As the calculated Chi-square value (21.32) is greater than the table value (9.488) at 5% level of significance for 4 degrees of freedom, the null hypothesis is rejected and it could be concluded that the association between the position held by the respondents and the weakness of women managers is significant.

#### **Position held and Opinion towards Opportunities of Women Managers**

The mean values of the different position groups vary between 33 and 37. The highest mean score of 37.00 is found among the respondents who are in the position of top level executive. Hence their opinion scores in the opportunities of the women managers are higher when compared to those of the other respondents. Using the chi-square test the position held and opportunities of women managers have been tested. For this purpose, the position held and the opinion on opportunities of women managers are given in **Table XI**.

**Null hypothesis:** The association between the position held by the respondents and opinion on opportunities of women managers is not significant.

As the calculated Chi-square value (12.235) is greater than the table value (9.488) at 5% level of significance for 4 degrees of freedom, the null hypothesis is rejected and it could be concluded that the association between the position held by the respondents and the opportunities of women managers is significant.

#### **Position held and Opinion towards Threats of Women Managers**

The mean values of the different position groups vary between 17 and 21. The highest mean score of 21.80 is found among the respondents who are in the position of senior level executive. Hence their

opinion scores in the threats of the women managers are higher when compared to those of the other respondents. Using the chi-square test the position held and threats of women managers have been tested. For this purpose, the position held and the opinion on threats of women managers are given in **Table XII**.

**Null hypothesis:** The association between the position held by the respondents and opinion on threats of women managers is not significant.

As the calculated Chi-square value (11.31) is greater than the table value (9.488) at 5% level of significance for 4 degrees of freedom, the null hypothesis is rejected and it could be concluded that the association between the position held by the respondents and the threats of women managers is significant.

#### **Position held and Opinion towards Leadership Style of Women Managers**

The mean values of the different position groups vary between 47 and 56. The highest mean score of 56.68 is found among the respondents who are in the position of top level executive. Hence their opinion scores in the leadership style of the women managers are higher when compared to those of the other respondents. Using the chi-square test the position held and leadership style of women managers have been tested. For this purpose, the position held and the opinion on leadership style of women managers are given in **Table XIII**.

**Null hypothesis:** The association between the position held by the respondents and opinion on leadership style of women managers is not significant.

As the calculated Chi-square value (3.382) is less than the table value (9.488) at 5% level of significance for 4 degrees of freedom, the null hypothesis is accepted and it could be concluded that the association between the position held by the respondents and the leadership style of women managers is not significant.

#### **Educational Qualification and Opinion towards Qualities of Women Managers**

The mean values of the different qualification groups vary between 48 and 52. The highest mean score of 52.55 is found among the respondents who are in

the qualification group of professionals. Hence their opinion scores in the qualities of the women managers are higher when compared to those of the other respondents. Using the chi-square test the educational qualification and qualities of women managers have been tested. For this purpose, the educational qualification and the opinion on qualities of women managers are given in **Table XIV**.

**Null hypothesis:** The association between the educational qualification of the respondents and opinion on quality of women managers is not significant.

As the calculated Chi-square value (22.909) is greater than the table value (9.488) at 5% level of significance for 4 degrees of freedom, the null hypothesis is rejected and it could be concluded that the association between the educational qualification of the respondents and the qualities of women managers is significant.

#### **Educational Qualification and Opinion towards Strength of Women Managers**

The mean values of the different qualification groups vary between 38 and 43. The highest mean score of 43.16 is found among the respondents who are in the qualification group of professionals. Hence their opinion scores in the strength of the women managers are higher when compared to those of the other respondents. Using the chi-square test the educational qualification and strength of women managers have been tested. For this purpose, the educational qualification and the opinion on strength of women managers are given in **Table XV**.

**Null hypothesis:** The association between the educational qualification of the respondents and opinion on strength of women managers is not significant.

As the calculated Chi-square value (20.283) is greater than the table value (9.488) at 5% level of significance for 4 degrees of freedom, the null hypothesis is rejected and it could be concluded that the association between the educational qualification of the respondents and the strength of women managers is significant.

#### **Educational Qualification and Opinion towards Weakness of Women Managers**

The mean values of the different qualification groups vary between 16 and 18. The highest mean score of 18.22 is found among the respondents who are in the qualification group of UG. Hence their opinion scores in the weakness of the women managers are higher when compared to those of the other respondents. Using the chi-square test the educational qualification and weakness of women managers have been tested. For this purpose, the educational qualification and the opinion on weakness of women managers are given in **Table XVI**.

**Null hypothesis:** The association between the educational qualification of the respondents and opinion on weakness of women managers is not significant.

As the calculated Chi-square value (9.140) is less than the table value (9.488) at 5% level of significance for 4 degrees of freedom, the null hypothesis is accepted and it could be concluded that the association between the educational qualification of the respondents and the weakness of women managers is not significant.

#### **Educational Qualification and Opinion towards Opportunities of Women Managers**

The mean values of the different qualification groups vary between 33 and 36. The highest mean score of 36.06 is found among the respondents who are in the qualification group of professionals. Hence their opinion scores in the opportunities of the women managers are higher when compared to those of the other respondents. Using the chi-square test the educational qualification and opportunities of women managers have been tested. For this purpose, the educational qualification and the opportunities of women managers are given in **Table XVII**.

**Null hypothesis:** The association between the educational qualification of the respondents and opinion on opportunities of women managers is not significant.

As the calculated Chi-square value (10.792) is greater than the table value (9.488) at 5% level of significance for 4 degrees of freedom, the null hypothesis is rejected and it could be concluded that the association between the educational qualification of the respondents and the opportunities of women managers is significant.

#### **Educational Qualification and Opinion towards Threats of Women Managers**

The mean values of the different qualification groups vary between 17 and 20. The highest mean score of 20.30 is found among the respondents who are in the qualification group of UG. Hence their opinion scores in the threats of the women managers are higher when compared to those of the other respondents. Using the chi-square test the educational qualification and threats of women managers have been tested. For this purpose, the educational qualification and the threats of women managers are given in **Table XVIII**.

**Null hypothesis:** The association between the educational qualification of the respondents and opinion on threats of women managers is not significant.

As the calculated Chi-square value (10.673) is greater than the table value (9.488) at 5% level of significance for 4 degrees of freedom, the null hypothesis is rejected and it could be concluded that the association between the educational qualification of the respondents and the threats of women managers is significant.

#### **Educational Qualification and Opinion towards Leadership Style of Women Managers**

The mean values of the different qualification groups vary between 53 and 58. The highest mean score of 58.10 is found among the respondents who are in the qualification of professionals. Hence their opinion scores in the leadership style of the women managers are higher when compared to those of the other respondents. Using the chi-square test the educational qualification and leadership style of women managers have been tested. For this purpose, the educational qualification and the leadership style of women managers are given in **Table XIX**.

**Null hypothesis:** The association between the educational qualification of the respondents and opinion on leadership style of women managers is not significant.

As the calculated Chi-square value (3.915) is less than the table value (9.488) at 5% level of significance for 4 degrees of freedom, the null hypothesis is accepted and it could be concluded that the association between the educational qualification of the respondents and the leadership style of women managers is not significant.

#### **Experience and Opinion towards Qualities of Women Managers**

The mean values of the different experience groups vary between 48 and 53. The highest mean score of 53.55 is found among the respondents who are in the experience group of 11-15 years. Using the chi-square test the experience and qualities of women managers have been tested. For this purpose, the experience and the qualities of women managers are given in **Table XX**.

**Null hypothesis:** The association between the experience of the respondents and opinion on quality of women managers is not significant.

As the calculated Chi-square value (12.267) is greater than the table value (9.488) at 5% level of significance for 4 degrees of freedom, the null hypothesis is rejected and it could be concluded that the association between the experience of the respondents and the quality of women managers is significant.

#### **Experience and Opinion towards Strength of Women Managers**

The mean values of the different experience groups vary between 37 and 42. The highest mean score of 42.66 is found among the respondents who are in the experience group of 11-15 years. Hence their opinion scores in the strength of the women managers are higher when compared to those of the other respondents. Using the chi-square test the experience and strength of women managers have been tested. For this purpose, the experience and the strength of women managers are given in **Table XXI**.



**Null hypothesis:** The association between the experience of the respondents and opinion on strength of women managers is not significant.

As the calculated Chi-square value (8.965) is less than the table value (9.488) at 5% level of significance for 4 degrees of freedom, the null hypothesis is accepted and it could be concluded that the association between the experience of the respondents and the strength of women managers is not significant.

#### **Experience and Opinion towards Weakness of Women Managers**

The mean values of the different experience groups vary between 15 and 26. The highest mean score of 26.77 is found among the respondents who are in the experience group of 11-15 years. Hence their opinion scores in the weakness of the women managers are higher when compared to those of the other respondents. Using the chi-square test the experience and weakness of women managers have been tested. For this purpose, the experience and the weakness of women managers are given in Table XXII.

**Null hypothesis:** The association between the experience of the respondents and opinion on weakness of women managers is not significant.

As the calculated Chi-square value (21.807) is greater than the table value (9.488) at 5% level of significance for 4 degrees of freedom, the null hypothesis is rejected and it could be concluded that the association between the experience of the respondents and the weakness of women managers is significant.

#### **Experience and Opinion towards Opportunities of Women Managers**

The mean values of the different experience groups vary between 32 and 35. The highest mean score of 35.88 is found among the respondents who are in the experience group of 11-15 years. Hence their opinion scores in the opportunities of the women managers are higher when compared to those of the other respondents. Using the chi-square test the experience and opportunities of women managers have been tested. For this purpose, the experience

and the opportunities of women managers are given in Table XXIII.

**Null hypothesis:** The association between the experience of the respondents and opinion on opportunities of women managers is not significant.

As the calculated Chi-square value (24.09) is greater than the table value (9.488) at 5% level of significance for 4 degrees of freedom, the null hypothesis is rejected and it could be concluded that the association between the experience of the respondents and the opportunities of women managers is significant.

#### **Experience and Opinion towards Threats of Women Managers**

The mean values of the different experience groups vary between 17 and 26. The highest mean score of 26.77 is found among the respondents who are in the experience group of 11-15 years. Hence their opinion scores in the threats of the women managers are higher when compared to those of the other respondents. Using the chi-square test the experience and threats of women managers have been tested. For this purpose, the experience and the threats of women managers are given in Table XXIV.

**Null hypothesis:** The association between the experience of the respondents and opinion on strength of women managers is not significant.

As the calculated Chi-square value (21.068) is greater than the table value (9.488) at 5% level of significance for 4 degrees of freedom, the null hypothesis is rejected and it could be concluded that the association between the experience of the respondents and the strength of women managers is significant.

#### **Experience and Opinion towards Leadership Style of Women Managers**

The mean values of the different experience groups vary between 52 and 56. The highest mean score of 56.64 is found among the respondents who are in the experience of less than 5 years. Hence their opinion scores in the leadership style of the women managers are higher when compared to those of the other respondents. Using the chi-square test the experience and leadership style of women managers have been tested. For this purpose, the experience

and the leadership style of women managers are given in Table XXV.

**Null hypothesis:** The association between the experience of the respondents and opinion on leadership style of women managers is not significant.

As the calculated Chi-square value (9.474) is less than the table value (9.488) at 5% level of significance for 4 degrees of freedom, the null hypothesis is accepted and it could be concluded that the association between the experience of the respondents and the leadership style of women managers is not significant.

### Suggestions

Various suggestions were made about how to encourage more women to take on officially recognized leadership and decision-making roles.

- There is need to have a training forum, for women in leadership to expose them to best management and leadership practices. The forum would provide women managers with opportunities for sharing their experiences / challenges and for identifying possible solutions.
- Institute family friendly policies such as affordable child and elder care and flexible working conditions, to help women balance family and career.
- Create own opportunities by building on the expertise you have and capitalizing on it. Many women never step back to determine their strengths and look at their accomplishments, whereas men do that all the time.
- Follow two career strategies: a long-term dream which allows working with purpose to achieve real fulfillment and short term plan, makes sure learning and growing from the work done each day.
- Self-promotion brings them higher evaluation of competence and likeability, simply having leadership training or task-related expertise does not guarantee a

woman's success unless accompanied by legitimating by another established leader.

- A sense of competence and of positive impact and the opportunity to empower others. These rewards, they say, help compensate for the heavy demands and the caution demanded by the contradictory expectations associated with their leadership roles.
- Organizations can strive to avoid isolating women as tokens in the male-dominated departments, where their gender becomes the de facto explanation for a perceived misstep. Established leaders can endorse and legitimate women who seek or attain leadership roles.
- Opinion leaders such as journalists can cultivate sensitivity to the possibility that they are setting different standards of likeability and other interpersonal qualities when they publicly critique male and female managers.
- Creative ideas can be generated in collaboration with team members, this helps the team mates to understand that their thoughts are recognized, this motivates them to make the project a success.
- Most men are on the lookout for any opportunity to negotiate. It is a game to them-and it should be for women too.
- Family conflict and responsibilities stake their toll for many, support from the home is crucial, particularly when they have children.
- Myths and stereotypes also need to be challenged and women in leadership.
- Positions need to be encouraged to share their experiences.
- Issues of power and discrimination need to be examined in nay training along with looking at different approaches to leadership and what style is appropriate when and what women are comfortable with.

- Coaching and mentoring are also powerful tools for women, to develop their leadership strengths, as this offers the intimacy of a one-on-one relationship, where women can share experiences with people who can help them get to their next level.
- Women managers should exhibit greater sense of teamwork and commitment to achieve the result outcome with others.
- Women managers should become masterful relationship builders as a result, strong working relationships are critical to success.
- Accurate feedback is useful in helping women leaders build the confidence, needed to own the strength of their leadership style.
- Diversity of background, culture, skills, attitudes and experience in the team will overcome many leadership weaknesses if you value and respect everyone's input and their strengths.
- The seven tips for women leaders that can be categorized are well-being, networking, asking, negotiating focusing, filtering and announcing. This can equal success in any leadership role.

## Conclusion

Results from the research suggest that the women leaders are prone to be more transformational. In the new economy scenario of today, leadership is taking wider and newer dimensions than ever before. Leadership is no longer the province of the anointed few. In the digital organization, everyone is a manager, charged with creating an environment for collective gain and success and the mark of a leader would be to create other managers within the organization-disciples, of a sort, who are empowered to act. This is also the essence of transformational leadership. The significance of transformational leadership has increased manifold in the wake of these changes. The e-organizations are also more organic in nature. Understanding the true nature of relationship between organizational structure and transformational leadership would help the

organizations meet their needs of right structure and right leadership.

The study explores and evaluates issues that aim to compare the leadership styles adopted by the women managers of software industry in Chennai and the leader's attitude affecting the productivity and qualities of women leadership. Amongst many other theories on leadership, transformational leadership theory is chosen as the main research topic in dissertation. The reason is that the traditional leadership theories are insufficient for understanding the relationship between superiors and subordinates in the fast paced world of international business. In contrast, transformational theory focuses on the relationship between managers and employees, more importantly; it is related to the influence of gender on leadership which has been ignored by traditional leadership theories in male-dominated industries.

Based on the data collected from the respondents all the women are transformational managers or possess transformational leadership qualities that have been instrumental in their individual organizational departments. These women are visionary, empowering and influential leaders who represent the meaning of transformational managers. They possess the leadership characteristics needed to accomplish the end goal of transformational leadership, which is that both leaders and followers raise each other to higher ethical aspirations and conduct. The survey has exemplified the qualities of transformational leadership which will assist in the development of future managers. They broke through gender stereotypes and helped others to recognize the significance of female leadership. Transformational managers are regarded as superior and transforming leadership is considered to be the ideal form of leadership.

From the findings of the study it is found that women still exhibit themselves as more transformational. It is important that an organization is aware that women continue to have a greater tendency to influence their followers to inspire and motivate and to coach and be mentor to their followers. The end result of transformational leadership is that people are motivated to succeed and the institution is strengthened and transformed. Transformational

leadership is a process whereby ordinary people bring forth the best in themselves and others. Transformational managers make other people feel strong. Women have not only held a greater percentage of jobs in software than might otherwise have been expected, they were also able to advance farther and faster than their peers in other high-tech industries. It persuades and inspires its followers to excel. Transformation managers show new way of looking at an old problem. It is helpful for managers to gain a better understanding of leadership styles, namely transformational leadership. Besides, the research reveals that a transformational leadership tends to be a better choice for managers to adopt.

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Table I : Composition of the Sample of Respondents

Sl. No.	PROFILE OF THE RESPONDENTS	NUMBER OF RESPONDENTS	PERCENTAGE
1.	<b><u>AGE GROUP</u></b> 25 - 30 years 30 – 35 years 35 – 40 years Above 40 years	124 67 4 5	62.00 33.50 2.00 2.50
2.	<b><u>POSITION HELD BY THE WOMEN LEADERS</u></b> Junior Level Executive Senior Level Executive Top Level Executive	144 51 5	72.00 25.50 2.50
3.	<b><u>EDUCATIONAL QUALIFICATION</u></b> Under Graduate Post Graduate Professionals	36 74 90	18.00 37.00 45.00
4.	<b><u>EXPERIENCE</u></b> Less than 10 years 10 – 20 years Above 20 years	147 44 9	73.50 22.00 4.50



Table Ii : Relationship Between Age Group And Quality Of Women Managers

Sl. No.	Age Group	Quality of Women Managers			Total	Average	Standard Deviation
		Low	Medium	High			
1.	25 - 30 years	26 (27.90)	48 (49.60)	50 (46.50)	<b>124</b>	52.0887	3.79347
2.	30 - 35 years	16 (15.07)	28 (26.80)	23 (25.12)	<b>67</b>	48.7313	5.37554
3.	35 - 40 years	2 (0.900)	1 (1.60)	1 (1.50)	<b>4</b>	53.0000	0.00000
4.	Above 40 years	1 (1.12)	3 (2.00)	1 (1.87)	<b>5</b>	51.0000	0.00000
	<b>Total</b>	<b>45</b>	<b>80</b>	<b>75</b>	<b>200</b>	<b>50.9550</b>	<b>4.58564</b>

Table Iii : Relationship Between Age Group And Strength Of Women Managers

Sl. No.	Age Group	Strength of Women Managers			Total	Average	Standard Deviation
		Low	Medium	High			
1.	25 - 30 years	19 (27.90)	47 (49.60)	58 (46.50)	<b>124</b>	42.3952	4.60438
2.	30 - 35 years	25 (15.07)	29 (26.80)	13 (25.12)	<b>67</b>	38.2537	5.07622
3.	35 - 40 years	0 (0.90)	2 (1.60)	2 (1.50)	<b>4</b>	41.0000	0.00000
4.	Above 40 years	1 (1.12)	2 (2.20)	2 (1.87)	<b>5</b>	41.0000	0.00000
	<b>Total</b>	<b>45</b>	<b>80</b>	<b>75</b>	<b>200</b>	<b>40.9450</b>	<b>5.03974</b>

Table Iv : Relationship Between Age Group And Weakness Of Women Managers

Sl. No.	Age Group	Weakness of Women Managers			Total	Average	Standard Deviation
		Low	Medium	High			
1.	25 - 30 years	15 (27.90)	47 (49.60)	62 (46.50)	<b>124</b>	16.5081	4.57724
2.	30 - 35 years	27 (15.07)	29 (26.80)	11 (25.12)	<b>67</b>	17.5522	7.98727
3.	35 - 40 years	1 (0.90)	2 (1.60)	1 (1.50)	<b>4</b>	14.0000	0.00000
4.	Above 40 years	2 (1.12)	2 (2.00)	1 (1.87)	<b>5</b>	17.0000	0.00000
	<b>Total</b>	<b>45</b>	<b>80</b>	<b>75</b>	<b>200</b>	<b>16.8200</b>	<b>5.87453</b>

Table V : Relationship Between Age Group And Opportunities Of Women Managers

Sl. No.	Age Group	Opportunities of Women Managers			Total	Average	Standard Deviation
		Low	Medium	High			
1.	25 - 30 years	34 (27.90)	39 (49.60)	51 (46.50)	<b>124</b>	35.8468	3.13398
2.	30 - 35 years	11 (15.07)	37 (26.80)	19 (25.12)	<b>67</b>	33.2836	5.55361
3.	35 - 40 years	0 (0.90)	2 (1.60)	2 (1.50)	<b>4</b>	32.0000	0.00000
4.	Above 40 years	0 (1.12)	2 (2.00)	3 (1.87)	<b>5</b>	37.0000	0.00000
	<b>Total</b>	<b>45</b>	<b>80</b>	<b>75</b>	<b>200</b>	<b>34.9400</b>	<b>4.24458</b>

Table Vi : Relationship Between Age Group And Threats Of Women Managers

Sl. No.	Age Group	Threats of Women Managers			Total	Average	Standard Deviation
		Low	Medium	High			
1.	25 - 30 years	26 (27.90)	45 (49.60)	53 (46.50)	<b>124</b>	18.2500	4.84495
2.	30 - 35 years	15 (15.07)	33 (26.80)	19 (25.12)	<b>67</b>	19.8806	6.14847
3.	35 - 40 years	2 (0.90)	1 (1.60)	1 (1.50)	<b>4</b>	19.0000	0.00000
4.	Above 40 years	2 (1.12)	1 (2.00)	2 (1.87)	<b>5</b>	18.0000	0.00000
	<b>Total</b>	<b>45</b>	<b>80</b>	<b>75</b>	<b>200</b>	<b>18.8050</b>	<b>5.25787</b>

Table Vii : Relationship Between Age Group And Leadership Style Of Women Managers

Sl. No.	Age Group	Leadership Style of Women Managers			Total	Average	Standard Deviation
		Low	Medium	High			
1.	25 - 30 years	34 (27.90)	39 (49.60)	51 (46.50)	<b>124</b>	57.3145	4.90456
2.	30 - 35 years	9 (15.07)	38 (26.80)	20 (25.12)	<b>67</b>	52.9701	6.45725
3.	35 - 40 years	1 (0.90)	1 (1.60)	2 (1.50)	<b>4</b>	56.0000	0.00000
4.	Above 40 years	1 (1.12)	2 (2.00)	2 (1.87)	<b>5</b>	58.0000	0.00000
	<b>Total</b>	<b>45</b>	<b>80</b>	<b>75</b>	<b>200</b>	<b>55.8500</b>	<b>5.73953</b>

Table Viii : Relationship Between Position Held And Qualities Of Women Managers

Sl. No.	Position Held	Qualities of Women Managers			Total	Average	Standard Deviation
		Low	Medium	High			
1.	Junior Level Executive	26 (32.40)	58 (57.60)	60 (54.00)	144	50.6944	4.53930
2.	Senior Level Executive	19 (11.47)	19 (20.40)	13 (19.12)	51	51.5882	4.90378
3.	Top Level Executive	0 (1.12)	3 (2.00)	2 (1.87)	5	52.0000	0.00000
	<b>Total</b>	<b>45</b>	<b>80</b>	<b>75</b>	<b>200</b>	<b>50.9550</b>	<b>4.58564</b>

Table Ix : Relationship Between Position Held And Strength Of Women Managers

Sl. No.	Position Held	Strength of Women Managers			Total	Average	Standard Deviation
		Low	Medium	High			
1.	Junior Level Executive	30 (32.40)	55 (57.60)	59 (54.00)	144	40.6597	5.43385
2.	Senior Level Executive	14 (11.47)	24 (20.40)	13 (19.12)	51	41.3529	3.82007
3.	Top Level Executive	1 (1.12)	1 (2.00)	3 (1.87)	5	45.0000	0.00000
	<b>Total</b>	<b>45</b>	<b>80</b>	<b>75</b>	<b>200</b>	<b>40.9450</b>	<b>5.03974</b>

Table X : Relationship Between Position Held And Weakness Of Women Managers

Sl. No.	Position Held	Weakness of Women Managers			Total	Average	Standard Deviation
		Low	Medium	High			
1.	Junior Level Executive	27 (32.40)	49 (57.60)	68 (54.00)	144	15.9306	4.14535
2.	Senior Level Executive	16 (11.47)	29 (20.40)	6 (19.12)	51	17.8431	7.86225
3.	Top Level Executive	2 (1.12)	2 (2.00)	1 (1.87)	5	32.0000	0.00000
	<b>Total</b>	<b>45</b>	<b>80</b>	<b>75</b>	<b>200</b>	<b>16.8200</b>	<b>5.87453</b>

Table XI : Relationship Between Position Held And Opportunities Of Women Managers

Sl. No.	Position Held	Opportunities of Women Managers			Total	Average	Standard Deviation
		Low	Medium	High			
1.	Junior Level Executive	28 (32.40)	52 (57.40)	64 (54.00)	144	35.2222	4.06837
2.	Senior Level Executive	14 (11.47)	26 (20.40)	11 (19.12)	51	33.9412	4.76408
3.	Top Level Executive	3 (1.12)	2 (2.00)	0 (1.87)	5	37.0000	0.00000
	<b>Total</b>	<b>45</b>	<b>80</b>	<b>75</b>	<b>200</b>	<b>34.9400</b>	<b>4.24458</b>

Table XII : Relationship Between Position Held And Threats Of Women Managers

Sl. No.	Position Held	Threats of Women Managers			Total	Average	Standard Deviation
		Low	Medium	High			
1.	Junior Level Executive	25 (32.40)	57 (57.60)	62 (54.00)	144	17.6667	5.11135
2.	Senior Level Executive	19 (11.47)	21 (20.40)	11 (19.12)	51	21.8039	4.68196
3.	Top Level Executive	1 (1.12)	2 (2.00)	2 (1.87)	5	21.0000	0.00000
	<b>Total</b>	<b>45</b>	<b>80</b>	<b>75</b>	<b>200</b>	<b>18.8050</b>	<b>5.25787</b>

Table XIII : Relationship Between Position Held And Leadership Style Of Women Managers

Sl. No.	Position Held	Leadership Style of Women Managers			Total	Average	Standard Deviation
		Low	Medium	High			
1.	Junior Level Executive	35 (32.40)	60 (57.60)	49 (54.00)	144	56.6806	5.78236
2.	Senior Level Executive	9 (11.47)	19 (20.40)	23 (19.12)	51	54.3725	4.84133
3.	Top Level Executive	1 (1.12)	1 (2.00)	3 (1.87)	5	47.0000	0.00000
	<b>Total</b>	<b>45</b>	<b>80</b>	<b>75</b>	<b>200</b>	<b>55.8500</b>	<b>5.73953</b>

Table XIV : Relationship Between Educational Qualification And Qualities Of Women Managers

Sl. No.	Educational Qualification	Qualities of Women Managers			Total	Average	Standard Deviation
		Low	Medium	High			
1.	Under Graduate	13 (8.10)	16 (14.40)	7 (13.50)	36	48.7778	3.59453
2.	Post Graduate	11 (16.60)	41 (29.60)	22 (27.75)	74	50.0676	5.18251
3.	Professionals	21 (20.25)	23 (36.00)	46 (33.75)	90	52.5556	3.83980
	<b>Total</b>	<b>45</b>	<b>80</b>	<b>75</b>	<b>200</b>	<b>50.9550</b>	<b>4.58564</b>

Table XV : Relationship Between Educational Qualification And Strength Of Women Managers

Sl. No.	Educational Qualification	Strength of Women Managers			Total	Average	Standard Deviation
		Low	Medium	High			
1.	Under Graduate	12 (8.10)	19 (14.40)	5 (13.50)	36	40.0000	7.00204
2.	Post Graduate	13 (16.65)	20 (29.60)	41 (27.75)	74	38.7162	4.74997
3.	Professionals	20 (20.25)	41 (36.00)	29 (33.75)	90	43.1556	3.09371
	<b>Total</b>	<b>45</b>	<b>80</b>	<b>75</b>	<b>200</b>	<b>40.9450</b>	<b>5.03974</b>

Table XVI : Relationship Between Educational Qualification And Weakness Of Women Managers

Sl. No.	Educational Qualification	Weakness of Women Managers			Total	Average	Standard Deviation
		Low	Medium	High			
1.	Under Graduate	11 (8.10)	19 (14.40)	6 (13.50)	36	18.2222	4.31682
2.	Post Graduate	18 (16.65)	26 (29.60)	30 (27.75)	74	16.4324	5.61573
3.	Professionals	16 (20.25)	35 (36.00)	39 (33.75)	90	16.5778	6.55654
	<b>Total</b>	<b>45</b>	<b>80</b>	<b>75</b>	<b>200</b>	<b>16.82000</b>	<b>5.87453</b>



Table XVII : Relationship Between Educational Qualification And Opportunities Of Women Managers

Sl. No.	Educational Qualification	Opportunities of Women Managers			Total	Average	Standard Deviation
		Low	Medium	High			
1.	Under Graduate	7 (8.10)	12 (14.40)	17 (13.50)	36	34.5556	3.11168
2.	Post Graduate	23 (16.65)	22 (29.60)	29 (27.75)	74	33.7703	4.69785
3.	Professionals	15 (20.25)	46 (36.00)	29 (33.75)	90	36.0556	3.98977
	<b>Total</b>	<b>45</b>	<b>80</b>	<b>75</b>	<b>200</b>	<b>34.9400</b>	<b>4.24458</b>

Table XVIII : Relationship Between Educational Qualification And Threats Of Women Managers

Sl. No.	Educational Qualification	Threats of Women Managers			Total	Average	Standard Deviation
		Low	Medium	High			
1.	Under Graduate	10 (8.10)	19 (14.40)	7 (13.50)	36	20.3056	4.01297
2.	Post Graduate	19 (16.65)	21 (29.60)	34 (27.75)	74	19.6216	3.35442
3.	Professionals	16 (20.25)	40 (36.00)	34 (33.75)	90	17.5333	6.56891
	<b>Total</b>	<b>45</b>	<b>80</b>	<b>75</b>	<b>200</b>	<b>18.8050</b>	<b>5.25787</b>

Table XIX : Relationship Between Educational Qualification And Leadership Style Of Women Managers

Sl. No.	Educational Qualification	Leadership Style of Women Managers			Total	Average	Standard Deviation
		Low	Medium	High			
1.	Under Graduate	8 (8.10)	15 (14.40)	13 (13.50)	36	55.6389	2.01640
2.	Post Graduate	14 (16.65)	26 (29.60)	34 (27.75)	74	53.2162	5.16116
3.	Professionals	23 (20.25)	39 (36.00)	28 (33.75)	90	58.1000	6.26933
	<b>Total</b>	<b>45</b>	<b>80</b>	<b>75</b>	<b>200</b>	<b>55.8500</b>	<b>5.73953</b>

Table XX : Relationship Between Experience And Qualities Of Women Managers

Sl. No.	Experience	Qualities of Women Managers			Total	Average	Standard Deviation
		Low	Medium	High			
1.	Less than 10 years	32 (33.07)	69 (58.80)	46 (55.12)	147	51.6190	3.83983
2.	10 – 20 years	11 (9.90)	8 (17.60)	25 (16.50)	44	48.2045	6.04472
3.	Above 20 years	2 (2.02)	3 (3.60)	4 (3.37)	9	53.5556	0.52705
	<b>Total</b>	<b>45</b>	<b>80</b>	<b>75</b>	<b>200</b>	<b>50.9550</b>	<b>4.58564</b>

Table XXI : Relationship Between Experience And Strength Of Women Managers

Sl. No.	Experience	Strength of Women Managers			Total	Average	Standard Deviation
		Low	Medium	High			
1.	Less than 10 years	29 (33.07)	65 (58.80)	53 (55.12)	147	41.8776	4.62853
2.	10 – 20 years	11 (9.90)	13 (17.60)	20 (16.50)	44	37.4773	5.33304
3.	Above 20 years	5 (2.02)	2 (3.60)	2 (3.37)	9	42.6667	1.58114
	<b>Total</b>	<b>45</b>	<b>80</b>	<b>75</b>	<b>200</b>	<b>40.9450</b>	<b>5.03974</b>

Table XXII : Relationship Between Experience And Weakness Of Women Managers

Sl. No.	Experience	Weakness of Women Managers			Total	Average	Standard Deviation
		Low	Medium	High			
1.	Less than 10 years	30 (33.07)	49 (58.80)	68 (55.12)	147	15.8231	4.21949
2.	10 – 20 years	11 (9.90)	28 (17.60)	5 (16.50)	44	18.1136	6.78650
3.	Above 20 years	4 (2.02)	3 (3.60)	2 (3.37)	9	26.7778	12.12206
	<b>Total</b>	<b>45</b>	<b>80</b>	<b>75</b>	<b>200</b>	<b>16.8200</b>	<b>5.87453</b>

Table XXIII : Relationship Between Experience And Opportunities Of Women Managers

Sl. No.	Experience	Opportunities of Women Managers			Total	Average	Standard Deviation
		Low	Medium	High			
1.	Less than 10 years	29 (33.07)	73 (58.50)	45 (55.12)	147	35.5782	3.71765
2.	10 – 20 years	12 (9.90)	5 (17.60)	27 (16.60)	44	32.6136	5.17694
3.	Above 20 years	4 (2.02)	2 (3.60)	3 (3.37)	9	35.8889	3.68932
	<b>Total</b>	<b>45</b>	<b>80</b>	<b>75</b>	<b>200</b>	<b>34.9400</b>	<b>4.24458</b>

Table XXIV : Relationship Between Experience And Threats Of Women Managers

Sl. No.	Experience	Threats of Women Managers			Total	Average	Standard Deviation
		Low	Medium	High			
1.	Less than 10 years	23 (33.07)	60 (58.80)	64 (55.12)	147	17.7755	5.16548
2.	10 – 20 years	16 (9.90)	18 (17.60)	10 (16.50)	44	20.6136	2.63444
3.	Above 20 years	6 (2.02)	2 (3.60)	1 (3.37)	9	26.7778	7.37865
	<b>Total</b>	<b>45</b>	<b>80</b>	<b>75</b>	<b>200</b>	<b>18.8050</b>	<b>5.25787</b>

Table XXV : Relationship Between Experience And Leadership Style Of Women Managers

Sl. No.	Experience	Leadership Style of Women Managers			Total	Average	Standard Deviation
		Low	Medium	High			
1.	Less than 10 years	40 (30.07)	52 (58.80)	55 (55.12)	147	56.6463	5.77287
2.	10 – 20 years	3 (9.90)	24 (17.60)	17 (16.50)	44	53.9545	5.29130
3.	Above 20 years	2 (2.02)	4 (3.60)	3 (3.37)	9	52.1111	3.68932
	<b>Total</b>	<b>45</b>	<b>80</b>	<b>75</b>	<b>200</b>	<b>55.8500</b>	<b>5.73953</b>