

A STUDY ON MANAGEMENT EFFICACY OF MEN AND WOMEN MANAGERS IN PRIVATE SECTOR BANKS-WITH SPECIAL REFERENCE TO CHENNAI

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Abstract

This article aims to review and discuss existing global leadership competencies possessed by men and women managers and the way in which they lead their team. It further aims to provide suggestions as to what these managers can effectively learn from their counterparts.

This paper provides information based on the analysis of the data collected from managers of private sector banks. It also studies the competencies that differentiate men and women managers enabling a clear comprehensive framework of global competencies.

Keywords: *Competences, Multi-tasking*

Introduction

Men and women are generally said to differ in their physical and cognitive abilities, social skills and leadership styles. Women are said to be physically weaker and emotionally stronger than men. Women tend to focus on setting high standards of performance and the attainment of results. Women are far more apt to organize and work in a structured way in multi-tasking situations.

India is seeing an increasing number of women occupying management positions in the banking sector. Today, banks are looking out for well educated, skilled and adaptable managers, who can multi-task with several assignments at one time. They want people who are analytical and rational, people who can be tough but also gentle, focused but still sociable.

Women have attained remarkable success in what was once considered the "male domain", basically because they were able to cope with these necessary contradictions. The number of women in the banking sector has increased over the years with a corresponding increase in the number of highly educated women equipped with leadership abilities and technical

know-how. Thus this study aims at identifying the competencies possessed by men and women managers in private sector banks.

Literature Review

Theorists debate whether women and men in management differ in their values, attitudes and behaviour. Numerous researchers and reviewers of the literature have concluded that substantively significant gender differences among managers do not exist - Dobbins & Platz 1986^[1] Kent 1994^[2]

Eagly & Johnson^[3] and Gibson^[4] have concluded that women and men in management differ in leadership style. Evidence suggests that women may be more likely than men to have a democratic, people-oriented leadership style as well as more satisfied subordinates.

Qualitative research on female entrepreneurs has suggested that when women create organizations, they build a supportive, people-oriented organizational culture (Chaganti 1986^[5] Helgesen 1990^[6]

Powell & Butterfield^[7] and Schein, Mueller & Jacobson 1989^[8] in their research study have

shown that gender role expectations are closely associated with the managerial role. In a number of countries, both women and men associate masculine characteristics with effective management behavior.

Schein,1992^[9] suggests that men still believe that they are more likely than women to possess skills and characteristics required for management roles, whereas women perceive that women and men are equally likely to possess requisite skills for performance of the jobs.

A study conducted in Australia, by Alison M. Konrad, Robert Waryszak ,Linley Hartmann 1997 ^[10] has revealed that there is a significance difference in the way men and women managers lead. In this context the study aims at identifying the major competencies that differentiate women Vs. men managers.

Objectives of the Study

- To identify the competencies possessed by men and women managers in private sector banks.
- To find out the reasons for differences in the leadership style they adopt.
- To isolate the major competencies that differentiates women and men managers

Hypotheses

1. There is no significant difference in the mean ranking among male and female managers with respect to managing and leading in the complex global society and being more flexible in creating, accepting and adapting to change.
2. There is no significant difference in the mean ranking among male and female

managers with respect to applying expertise and analytical thinking.

3. There is no significant difference in the mean ranking among male and female managers with respect to strategic orientation and emotional intelligence.
4. There is no significant difference in the mean ranking of the age of the managers with respect to revenue recognition and client orientation.
5. There is no significant difference in the mean ranking of the age of the managers with respect to laying emphasis on team building and empowering people.

Research Methodology

Primary data was collected specifically for the purpose of the research study. Secondary data is also used.

Research Instrument

The research instrument used for this paper is questionnaire. The questionnaire consists of 16 specific leadership dimensions. These dimensions define the manager's ability to develop a vision or direction for the organization, to engender the support of others for that vision, to implement the vision and ensure things happen according to plan. The manager's orientation towards achieving results that is setting high standards of performance for themselves, their organization and their ability to work within a team environment was also measured. The questions were framed using simple, direct and unbiased words and its flow is designed logically.

Sample Size

The sampling unit of this study comprises of 50 managers (25 men and 25 women) working with seven new generation private sector banks in the city of Chennai.

Limitations of the Study

- The study is limited to the genuineness of the responses collected.
- The study is restricted to 50 respondents as suitable modifications are to be made before applying the findings to larger contexts.

Respondents' Details

In this study, we were able to locate 50 managers (of which 25 were men and 25 women) who:

- are working for Private sector banks
- were at the same management level.
- held same position in different functional areas.
- had comparable number of years of management experience in banks.
- are assessed using the questionnaire.

Statistical Analysis

The data collected was analyzed by using the following statistical tools.

- a) Analysis based on percentage analysis.
- b) Analysis based on chi-square tests

The study showed that in many ways men and women approach the leadership role in a similar fashion. But the study also revealed significant differences in leadership behaviour between, male and female manager. Women are said to stronger in certain competencies in comparison to men managers. In order to make the results understandable and useful it has been summarized as follows.

Educational Background of the Respondents : 70% of the respondents were Postgraduates, 26% of the respondents were professionally qualified and 4% of the respondents were Graduates.

Age Group of the Respondents: 50% of the respondents were in age group of 25-35 years, 40 % of the respondents were in the age of 35-45 years, and 10 % of the respondents were above 45 years of age.

Level of Management: 96% of the respondents were middle level managers and 4% of the managers were top level managers.

Mode of Appointment: 74% of the respondents were directly appointed as managers and 26% of the respondents were promotes.

It is revealed from the study that the following competencies are the requirement of the day-66% of the respondents agreed that applying expertise, analytical and conceptual thinking, self-regulation; strategic orientations are the competencies that are highly essential in the current scenario, followed by 20% of respondents who said that organizational awareness , client orientations are the need of the day and 14% of the respondents said communication, networking and revenue recognition are also needed.

In this analysis 6 different dimensions of managerial efficiency between men and women managers are studied and presented.

Hypothesis Testing

1. There is no significant difference in the mean ranking among male and female managers with respect to managing and leading in the complex global society and being flexible in creating, accepting and adapting to change.

The distribution of sample along the following two variables is shown in Table :1

Table :1

Managing and leading in the complex global society				Flexible in creating, accepting and adapting to change.	
Sex	N	Mean rank	Sum of ranks	Mean rank	Sum of ranks
Male	25	29.10	727.50	21.88	547.00
Female	25	21.90	547.50	29.12	728.00

Further Analysis of Table: 1

	Managing and leading the complex global society.	Flexible in creating, accepting, and adapting to change.
Mann Whitney U	222.500	222.500
Wilcoxon W	547.500	547.500
Z	2.031	-2.007
Asymp Sig (2-tailed)	.042	.045

Since the significance level is less than .05 the null hypothesis is rejected. Thus there is significant difference in the mean ranking among male and female managers with respect to managing and leading in the complex global society and being flexible in creating, accepting, and adapting to change. Men are said to be more proficient in managing and leading the intricate global society by addressing work like balance issues effectively than women managers. Women managers are seen to be

capable of assimilating and making sense out of conflicting data.

2. There is no significant difference in the mean ranking among male and female managers with respect to applying expertise and analytical thinking . The distribution of samples along the following two variables is shown in Table :2

Table :2

Applying expertise				Analytical thinking	
Sex	N	Mean rank	Sum of ranks	Mean rank	Sum of ranks
Male	25	20.15	483.50	21.40	535.00
Female	25	29.66	741.50	28.75	690.00

Further analysis of Table :2

	Applying expertise	Analytical thinking
Mann Whitney U	183.500	210.000
Wilcoxon W	483.500	535.000
Z	-2.697	-2.083
Asymp Sig (2-tailed)	.007	.037

Since the significance level is less than .05 the null hypothesis is rejected. Thus there is significant difference in the mean ranking among male and female managers with respect to applying expertise and analytical thinking.

Women have scored high on applying expertise in gaining using and knowledge, knowing when and where to obtain assistance for solving problems. Further they are able to anticipate the obstacles ahead and analyse the impact of decisions before taking them. They are able to use logical reasoning to solve problems.

3. There is no significant difference in the mean ranking among male and female managers with respect to strategic orientation and emotional intelligence. This analysis is presented in Table :3

Table :3

Strategic orientation				Emotional Intelligence	
Sex	N	Mean rank	Sum of ranks	Mean rank	Sum of ranks
Male	25	31.86	796.50	30.80	770.00
Female	25	19.14	478.50	20.20	505.00

Further analysis of Table :3

	Strategic orientation	Emotional Intelligence
Mann Whitney U	153.500	180.000
Wilcoxon W	478.500	505.000
Z	-3.296	-2.856
Asymp Sig (2-tailed)	.001	.004

Since the significance level is less than .05 the null hypothesis is rejected. Thus there is significant difference in the mean ranking

among male and female managers with respect to strategic orientation and emotional intelligence. Men have scored high on strategic orientation and Emotional Intelligence in comparison to women managers. Men are able to use different decision making models to achieve high performance by being able to think strategically and depict the future clearly and persuasively. Moreover they are able to stay calm and clear headed under stress and able to handle others feeling and emotions sensitively even when faced with negative responses.

4. There is no significant difference in the mean ranking of the age of the managers with respect to client orientation and revenue recognition. In this analysis the relevant dimensions of managerial efficiency between the age group of the managers are studied and presented in Table :4 below.

Table :4

Client orientation			Revenue recognition	
Age of Managers	N	Mean rank	N	Mean rank
25-35 years	25	30.32	25	31.18
35-45 years	20	23.10	20	29.45
Above 45 years	5	20.00	5	21.30

Further analysis of Table :4

	Client orientation	Revenue recognition
Chi-Square	6.544	6.927
df	2	2
Asymp. Sig.	.038	.031

Since the significantce level is less than .05 the null hypothesis is rejected thus there is significant difference in the mean ranking of the

age of the managers with respect to client orientation and revenue recognition. The managers in the age group of 25-35 years have scored high on client orientation and revenue recognition, followed by managers in age group of 35- 45 years whereas managers above the age of 45 years have scored less both in client orientation and revenue generation. Thus it is evident that managers in age group of 25- 35 years focus on client orientation and thereby ready to find new avenues for revenue recognition in comparison to managers in the age group of above 45 years.

5. There is no significant difference in the mean ranking of the age of the managers with respect to laying emphasis on team building than empowering people to take decisions. The analysis is presented in Table 5 below.

Table :5

Team building			Empowering people	
Age of Managers	N	Mean rank	N	Mean rank
25-35 years	25	27.60	25	27.10
35-45 years	20	26.55	20	20.75
Above 45 years	5	10.80	5	36.50

Further analysis of Table :5

	Team building	Empowering people
Chi-Square	6.864	6.099
df	2	2
Asymp. Sig.	.032	.047

Since the significance level is less than .05 the null hypothesis is rejected. Thus there is significant difference in the mean ranking of the age of the managers with respect to laying emphasis on team building than empowering

people to take decisions. Managers in the age group of 25-35 years are said to be effective in team building in comparison to managers in the age group of above 45 years. Whereas Managers in the age group of above 45 years view empowering people to take decisions as more important than effective team building in comparison to managers in the age group of 25-35 years.

Overall efficacy

Men and women were equally effective as against overall effectiveness. Overall efficacy included measures such as efficacy exhibited in the current position, future potential and to what extent they are committed. Moreover men and women have scored equally on achieving targets and in their ability to handle issues, building and sustaining a strong organization culture.

Male managers are already strong in strategic orientation , emotional intelligence and managing in a global and complex society. They need to focus more on interpersonal factors that may affect teams and team building, coaching and mentoring, and sensitivity. Interpersonal skills that focus on empathy, listening, sensitivity to differences, and the ability to give effective feedback are the opportunities for development. Men can learn from women how to be more successful in building relationships and developing others.

Women managers are already strong in applying expertise, analytical thinking and flexible in creating, accepting and adapting to change. They need to focus on strategic thinking as it is one of the leadership behaviours that projects leadership effectiveness, and the ability to craft a strategic vision is often sought after in individuals selected to fill senior level management positions. Female managers may benefit from

additional training is strategic analysis and planning, coupled with an increased focus on Emotional Intelligence.

Conclusion

Today, leadership has been identified as a key to future business success. Almost all the banks reported that they do not have enough talented, trained individuals to meet their current, much less their future, leadership needs. Development of today's and tomorrow's leaders is critical and must be initiated and supported as a key element of every business strategy. Banks are a major employer of women therefore they need to tap this resource of talent by initiating and putting in place special strategies based on the special competencies of women. They have a huge number of male executives also, therefore any attempt to grooming leadership must blend with the special trends of men and women managers. The authors' hope that the above analysis of competencies of men viz-a-viz women leaders will present a proper perspective to enable better alloying of leadership models.

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