

**AN EVALUATION ON EFFECTIVE TEAM
PERFORMANCE IN ORGANIZATION WITH RESPECT
TO WOMEN LEADERSHIP STYLE: THE IMPACT**

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Abstract:

Leadership is the art of influencing people so that they will strive willingly towards achieving goals. Leadership style is the manner and approach of providing direction, implementing plans, and motivating people. The concept of leadership style has gained importance in the field of organizational research. All leaders do not possess same attitude or same perspective. Their style of leadership varies. It is not enough to have just one way to lead. There can be as many ways to lead people as there are leaders. The leadership style may also vary from the different kind of people the leader interacts with. Different circumstances need different leadership styles. But the success of all the styles lies on the leader to take the team from ordinary to extraordinary performance. Adapting the approach to consider the context and the individuals the leader is working with is important in developing and leading. Men and women exhibit different styles of leadership.

There are women leaders who can equally compete with men. Women as leaders also have proven records of successful leadership. They have made substantial gains in the organization. There is a positive evolution. Women leaders have also occupied leadership positions in the top management which was once occupied by men. Women are characterized by innovation,

multitasking ability with a flexible approach and good communication skills. These attributes contribute more to their leadership styles. The presence of women leaders in elite positions has turned the focus on their leadership style. Women are more motivated by the purpose or meaning of their work than men, who focus more on compensation and their job titles. Women also tend to show more emotions at work and are more risk averse.

Women face unique challenges in developing a leadership style for them. Some find it difficult to manage others. They do not want to be ignored. It is a delicate balance to find a style that is effective and feels like a good fit. Women leadership style has some qualities common with men but they are different in some particular ways that make them valuable additions to decision making teams.

This study aimed to analyze the current status of leadership styles administered by the women leaders in IT industry. The leadership styles taken for the study are Transactional and Transformational leadership styles. The study also found the challenges in women leadership style which is a major issue for women to manage. These challenges make the women leadership style less effective than male leadership. The study also tried to find out whether women leadership has an impact on effective team performance.

Analysis was based on primary data generated through a structured questionnaire administered on respondents. A sample of 120 employees was taken from the lower and middle level of the management from selected IT companies. The employees had women as leaders in their job. They were distributed with the questionnaire and were given guidelines to fill. Their responses were recorded.

The result showed that transformational leadership style was exhibited by women leaders. Based on the responses it was found that women leaders attended to the needs of their subordinates, inspires them constantly and looks at new ways of solving problems. These are said to be the traits of transformational leader.

The drawbacks in women leadership style were also analyzed. It showed that gender discrimination, family role, resistance to women leadership and other factors affected women leadership style. This makes the role of women as leaders more complicated.

On finding the impact of women leadership style on team performance, it was showed that the relation is significant. There is a relationship between the women leadership style and effective team performance.

The study concludes that women leadership style has made a significant difference in organizations. But the number of women leaders is still less even though women excel in top positions. This number can be increased when women overcome the challenges they face and break the discrimination.

INTRODUCTION

Every organization relies on its leader's ability to optimize human resource. A good leader understands the importance of his team members in achieving the goals of the organization and will pave way for effective team performance.

Especially in IT organizations which work through the development of teams, the team leaders are significant decision makers. The performance of the team depends on the leadership style he/she follows. Recently more of these team leaders are women.

As the proportion of women leaders increases their style of leadership has also captured attention of researchers. Women leadership styles differ from men. Women leadership style is pronounced in team building and motivation. Even though they face challenges, women tend to

LITERATURE REVIEW

Women Leadership Style

Women leadership style centers on their positive working relationships and communication. According to Robbins (1998), first men and women are equal which means disregarding the difference between both. Second is the difference between men and women in leadership. Women have a willingness to support the participation, to share power and information, and to improve “the utilization” received by the follower. They lead with participation or empowerment, and their leadership seems based on charisma, skill, contact, and interpersonal skill in persuading others. In contrast, men tend to use control-and-command leadership style. Men always care about the formal authority as their base in exercising the influence (Sudarmo, 2005)[1].

Transactional Leadership Style and Women Leadership

Men and women differ not only biologically but also socially. So there is a definite difference in their personality which will lead to a varying leadership styles. Women managers see themselves as being more agreeable, while men see themselves as being agreeable at times and assertive at other times (Judge, Higgins, Thoresen & Barrick, 1999)[2]. Transactional Leaders are those who clarify responsibilities, monitor work and manage the exchange of reward for the work done. This requires accuracy on perception of others. Men seem to delegate work and monitor performance which shows that they are oriented towards the transactional leadership style. On the other hand women leaders seem to be more influential, motivating and individually considerate. These qualities contradict transactional leadership style.

Transformational Leadership Style and Women Leadership

Transformational leadership is a process that that changes and transforms individuals (Northouse, 2001)[3]. Women leaders lean more toward the people side. They are not task oriented instead they motivate and initiate actions that they get the work done form the team members. Women leaders have the special quality of adaptability. With all these qualities women equal men in their leadership and proved to be effective leaders.

OBJECTIVES OF THE RESEARCH

The following are the objectives taken for the study:

- To find the existing leadership style of Women leaders Whether transactional or transformational
- To analyse the challenges in Women leadership style from the view of the team members
- To study the impact of women leadership style on team performance

Hypothesis

The hypothesis framed for the study is:

H0: There is no significant relationship between Women leadership style and team performance

H1: There is a significant relationship between Women leadership style and team performance

METHODOLOGY

Type and Design of Research

The research used the approach of level of explanatory. An explanatory research is to look for and to explain the causal relationship between variables through hypothesis testing.

Research Instrument

The data collection started with the identification of the variables to be observed. Then the framing of a well structured questionnaire was done. It was used as the primary data. A pilot survey was conducted and the questionnaire was modified based on the feedback of the survey.

Population and Sample of Research

The population of the study was the employees of the IT organizations who had female leaders. From the population a sample of 120 employees were taken for the purpose of research.

Type and Source of data

Both qualitative and quantitative data are used. Qualitative data was obtained from the survey and the quantitative data are the numerical data obtained from the questionnaire.

Limitations

The research and survey were limited due to time constraint. The research was intended for selected IT organisations and it cannot be generalized for the entire industry. The responses cannot be considered to be accurate as the respondents may provide biased information.

RESULTS

1. *Leadership styles administered by the women leaders:* The researcher listed out the various qualities of transactional and transformational leadership styles. The respondents were asked to match the characteristics of their women leader with the listed

qualities. Table 1 and 2 represents the transactional and transformational leadership qualities of the women leader respectively. The number of responses for the qualities is also shown in the table. Based on the responses it was concluded whether the leader possessed Transactional style or transformational style of leadership. The scores were calculated by summing up the value given for each response.

From the responses given it was concluded that most of the women leaders showed transformational leadership style.

Table 1: Transactional Qualities of Leader

1 – Strongly Agree 2 – Agree 3 - Neither Agree nor disagree 4 - Disagree 5 – Strongly Disagree

S.NO	Qualities	1	2	3	4	5
1	"Punishes" you if your work doesn't meet the pre-determined standard.	15	18	3	55	29
2	Takes corrective action if the required standards are not met.	11	14		48	47
3	Ensure that routine work is done reliably	8	11	2	46	53
4	Shows authority	6	6	2	45	61
5	Controls you	2	4		43	71

Table 2: Transformational Qualities of Leader

1 – Strongly Agree 2 – Agree 3 - Neither Agree nor disagree 4 - Disagree 5 – Strongly Disagree

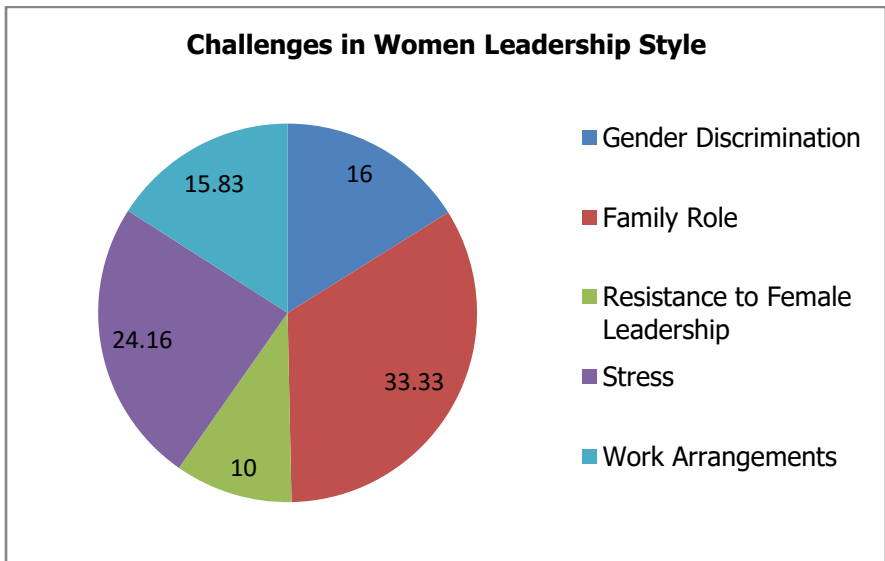
S.NO	Qualities	1	2	3	4	5
1	Inspires you constantly with a shared vision of the future	54	46	21	11	7
2	Stands up-front and central during the action	48	49	16	16	16
3	Optimistic and excited about goals	62	32	31	10	13
4	Attends to your needs	57	39	11	11	12
5	Looks at new ways of solving issues	66	33	11	15	5

2. *Challenges in women leadership style:* There are many challenges faced by women in exhibiting their leadership. The researcher identified the various challenges in women leadership style. The respondents were asked to rank the challenges according to the order in which they feel that they are most challenging. It was found that the gender discrimination was the major challenge that women face in exhibiting their leadership style followed by family role and resistance to women leadership. Table 3 shows the major issues in women leadership style and the percentage of respondents.

Table 3: Challenges in Women Leadership Style

Challenges	Response	Percentage
Gender Discrimination	40	33.33
Resistance to Female	20	16

Leadership		
Work arrangements	12	10
Family Role	29	24.16
Stress	19	15.83



3. *Impact of Transformational leadership style on Employee Turnover:* From table 2 it was found that women leaders exhibit transformational style of leadership. In order to determine the relation between Transformational leadership style and team performance a chi-square test of independence was performed. The relation between these variables was significant, ($\chi^2=17.659$), $p < .01$. Table 4 is the chi square computation for transactional leadership qualities of women leaders and team performance.

Table 4: Chi Square Computation for transactional leadership qualities of women leaders and team performance.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	17.659 ^a	4	.001
Likelihood Ratio	22.055	4	.000
Linear-by-Linear Association	15.974	1	.000
N of Valid Cases	120		

It can be inferred from the above table that the transactional leadership style of Women leaders have an impact on their team performance.

CONCLUSION

The study has examined the leadership styles exhibited by the women leaders from the team members' point of view. It was found that the women leaders follow a transformational leadership style where the leaders show a high level of participation, motivation and individual consideration for the team members. The challenges faced by the women leaders in their existing leadership style were also found. Gender discrimination, family role and resistance to female leadership were the major issues which made the women leaders refrain from leadership. Even though the women leaders face challenges their transformational leadership style have a significant impact on the team performance. There will be higher performance shown when they overcome the barriers through confidence and power.

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