# CONTENTS

## INTRODUCTION AND LITERATURE REVIEW

1. **Leadership**
   1.1 Antecedents to Leadership Effectiveness  
   1.2 Gender Stereotypes
   1.3 Influence Tactics
   1.3.1 Historical Antecedents
   1.4 Organizational Health
   1.4.1 A Review of Studies on Organizational Health
   1.5 Research Gap and Rationale of the Study
   1.6 Conceptual Framework of the Study
   1.7 Objectives
   1.8 Hypothesis

## METHODOLOGY

2. **Sample**
2.2 Measures
2.3 Procedure

## RESULTS

3. **Mean difference of male and female leaders on perception**
   3.1 of organizational variables  
   3.2. Effect of gender of the employee on perception of organizational variables.
   3.3 Effect of organizational sectors on the perception of organizational variables
   3.4. Interaction effect of gender of the employee and organizational sectors on perception of organizational variables
   3.5 Effect of age of the leader on perception of organizational variables
### 3.6 Effect of work experience of the leader on perception of organizational variables 74-78

### 3.7 Interaction effect of age and work experience of the leaders on perception of organizational variables 78-86

### 3.8 Effect of gender of the leader and gender of the employee on perceived use of downward influence tactics 87-88

### 3.9 Two-way ANOVA for gender of the leader and organizational sectors on perception of organizational variables 88-91

### 3.10 Mean difference between high and low effective leaders across perceived use of downward influence tactics 91-93

### 3.11 Correlation 93-105

### 3.12 Regression Analysis 105-131

### 3.13 Attributes of Effective Male and Female Leaders as perceived by male and female employee respondents across different sectors. 132-146

### DISCUSSIONS 147-190

### 4.1 Differences among leaders on perception of organizational variables. 147-150

### 4.2 Effect of gender of the employee on perception of organizational variables. 150-152

### 4.3 Effect of organizational sectors on perception of organizational variables. 152-158

### 4.4 Interaction effect of gender of the employee and organizational sectors on perception of organizational variables. 159-160

### 4.5 Interaction effect of gender of the leader and organizational sectors on perception of organizational variables. 161-162

### 4.6 Effect of age of the leader on perception of organizational variables 162-166

### 4.7 Effect of years of work experience of the leader on perception of organizational variables 166-167

### 4.8 Interaction effect of age and work experience of the leader on perception of organizational variables 167-169
4.9 Interaction effect of gender of the leader and employee on perceived use of downward influence tactics 169-170
4.10 Differences in the perceived use of downward influence tactics between high and low effective leaders. 170-171
4.11.1 Correlation between perceived organizational health and leadership effectiveness 171-172
4.11.2 Correlation between perceived downward influence tactics and organizational health 172-173
4.11.3 Correlation between perceived leadership effectiveness and downward influence tactics 174-175
4.12.1 Leadership effectiveness as predictors of perceived organizational health dimensions 175-177
4.12.2 Downward influence tactics as predictors of perceived leadership effectiveness. 177-178
4.12.3 Downward influence tactics as predictors of perceived organizational health. 178-179
4.13 Attributes of Effective Leaders 180-184
4.14 Major Findings 186
4.15 Conclusion 187
4.16 Implication 188
4.17 Limitations 189
4.18 Direction for future research 189

REFERENCES 191

APPENDICES
Appendix 1. Study Questionnaire in English 1-9
2. Study Questionnaire in Gujarati 10-18