DISCUSSION AND MODELS

INTRODUCTION

The main aim of the present research has been to study the variable-like leadership style and Decision-Making style of women managers, to seek their relationship and the influence of demographic profile, sex role orientation and organizational culture on these variables. In the preceding chapters, theoretical framework of the variables and outlines of previous researches in the field have been discussed. The methodological layout of the study has been spelt in them. Moreover, the demographic profile of the respondents as well as the interview analysis and detailed presentations of statistical analysis of the data have been presented. This chapter seeks to discuss the results obtained from the preceding analysis. Throughout the chapter, linkages are drawn up with other research findings, and each variable has been discussed under a separate heading.

LEADERSHIP STYLE OF WOMEN MANAGERS

Diagram No.6.1: Level of Leadership Style of Women Managers

Leadership style is the way in which the functions of leadership are carried out. In this study, the objective is to find out the leadership style of women managers. For this purpose, a Sage publication Leadership Questionnaire, which is a
self-rating scale, has been used. It divides the leadership style into three categories, i.e. Authoritarian, democratic and laissez faire. Among the three styles democratic and laissez faire leadership endorsed high level by the women managers. Coming to Authoritarian style moderate level was followed by the respondents.

**Authoritarian Leadership Style**

From the table (4.2.1) it is clear that women managers scored moderate level of Authoritarian leadership style. Among the women managers (2.5) per cent practiced high level leadership style. Even though the women managers were less in numbers to use this leadership style the data shows that women managers were seem to practise Authoritarian style moderately. There are several possible explanations for this. Firstly, there is no unique style in leadership. It differs based on the individual, the nature job and organizations. People perform different types of jobs in the organization. Secondly, most of the Indian managers are generally believed to be following Authoritarian style with limited degree of participation to their subordinates. Subordinates are closely supervised and appreciated by the mangers based on the situations. The advantages of this style that most of the subordinates may prefer to work under the strict rules, regulations and strict discipline. Hence they get satisfaction from this style. This style provides strong motivation and rewards to a manager. Early researchers like Meade (1967), and Murphy (1953) have maintained that because Indian culture by and large is Authoritarian, it is the Authoritarian leadership which would promote organizational productivity in an Indian set-up. But this view has lost ground when Sinha and Sinha (1974) expressed doubts about the appropriateness of the Authoritarian style in Indian culture. Sinha (1980) reported that an authoritarian leader is basically self-oriented and status-minded. The studies conducted by Sinha (1973; 1980) led to the conclusion that, Indians do manifest a certain amount of rigidity in their social and interpersonal conduct. There exists a strong need of power and status and hierarchy is emphasized. The tendency for female leaders to be more democratic than males handling applies when women occupy male dominated positions. Apparently group norms and masculine stereotypes of women leaders override personal preferences so much so that women abandon their feminine styles in such jobs and act more Authoritarian way (Buddthapriya, 1998).
Being women, they are expected to show a relationship orientation and not use their power for getting work done by subordinates (Bhatnagar and Nair, 1988). Sadler’s (1970) study also revealed that out of 319 women, only 15 per cent indicated a preference for Authoritarian leadership.

**Democratic Leadership Style**

In democratic leadership style 124 respondents (51.5) scored high level. This shows that women managers value this style favourably. It seems that they encourage participation, share power and information and attempt to enhance the self-worth of followers. Democratic leadership is participative, consultative, and involves the group, and the leader allows and encourages group members’ participation in the decisions (Bass, 1990; Gastil, 1994). They exhibit the style which is more human relationship oriented.

Since women and men are conditioned by societal expectations, certain sex-role stereotypes can emerge which influence personality development and behaviour pattern of both men and women. Consequently, when placed in leadership (managerial) positions women may exhibit leadership behaviour which are significantly relationship oriented. Studies suggest that relationship oriented leaders were more effective than the task–oriented leaders in making the discussion group to generate more ideas.

In their study, Mehta, Chandwani and Mehta (1988) found that almost all the women they interviewed adopted softer strategies as compared to men for getting things done. They found this style suited their personality. The meta-analysis carried out by Eagly and Johnson (1990) on gender differences in these styles revealed that women led with more democratic and participative styles than men. Lynda Audet, Joanne C. Miller, (2003) found that women’s styles are not at all likely to be less effective; in fact, they are more effective within the context of team-based, consensually driven organizational structures that are more prevalent in today’s world.
Laissez-faire Leadership Style

It is observed that 98 respondents (40.7) give high level priority to this style. Women managers who are supposed to be sensitive to the changing needs and expectation of the subordinated, might be allowing as well as encouraging them to take responsibilities and reducing the closeness of supervision and details of direction.

Bass (1999) concluded that Laissez-Faire Leadership has a positive effect on the empowerment of employees. The leader gives followers autonomy with reason and interest in what was delegated (Bass, 1990). Employees get to decide on matters that they know best, and this way of leading has a positive effect on their empowerment. (Bass, 1990) states that Laissez-Faire Leadership stimulates employees to monitor each others’ mistakes.

Hinkin&Schriesheim (2008) suggest that Laissez-Faire Leadership may have important independent effects on subordinate outcome variables. The research of Hinkin&Schriesheim (2008) indicates that Laissez-Faire Leadership was related to role-clarity and subordinate-perceived supervisor effectiveness. This style is not practised in business organisations and institutions because people cannot be controlled and manager participation or contribution is almost nil.

RELATIONSHIP AMONG VARIABLES

Leadership styles and Demographic profile

One of the main objectives of the study is to investigate the effect of demographic profile of the women managers on the leadership styles Appendix 2 present overall result of the leadership styles and demographic profile.

Hambrick and Mason (1984) proposed that demographic traits such as age, tenure in an organization, functional area background, educational background, and degree of formal management training are all important aspects of leadership that influence organizational success.
In this study when the total sample is considered a significant positive correlation are found in case of Authoritarian and laissez faire leadership styles with demographic variables such as Education, experience, managerial level and Training. Democratic leadership is significantly correlated with managerial level. This finding is supported by literatures like; According to (Fiedler, 1967) Contingency theory three situational factors those determine the leadership styles are leader-member relation, task structure and position. Many times the managerial level decides the leader-member relations. Some organizations demand Authoritarian leadership from managers to get the work done. The studies revealed that women were resorting to authoritarian methods, when they occupied typically masculine leadership roles managers in manufacturing plants. In task structure, the tasks are different at managerial levels. Hierarchical positions account for many variations in leadership. Managers have to work with the existing system. They have to give explanation at every conceivable occasion to their superior. So they use their authoritarian style to be more effective. The third situational factor in Contingency Theory is position. Position is achieved by experience and experience gives power and authority. The studies conducted by Sinha led to the conclusion that Indians do manifest a certain amount of rigidity in their social and interpersonal conduct. There also exists a strong need for power and status, and hierarchy is emphasised.

Kotur1&Anbazhagan (2014) investigated the different leadership styles of the workers in the Chittoor Sugar factory located at the Chittoor town of South India. They also studied how the factors such as work experience and education influence the leadership styles. Their study has indicated that the democratic leadership style is more dominant, and that education and work experience both have their respective influence on the leadership styles. Their study reveals that with increase in any one of the two variables, relatively lesser authority is exhibited by the workers. In laissez-faire leadership style, age, experience and training are the variables highly significant to leadership style.

From the above discussion it may be seen that the different demographic variables has relation with different leadership styles. In Authoritarian leadership, experience, education and managerial level were significant. In Democratic leadership, managerial level of women managers are highly significant and in
Laissez faire age, education, experience and training. Among all these experiences is the common demographic variable significant for all leadership styles. So it can be concluded that experience is the most effective demographic variable which helps to determine women managers’ leadership style.

**SEX ROLE ORIENTATION**

In this study, Bem’s sex-role inventory is used to measure the sex role orientation of the women managers. Result shows that out of 241 women managers, 48.1 per cent are androgynous, 32.8 per cent are feminine and 13.3 per cent are masculine. Only 5.8 per cent respondents are in undifferentiated category and they have not been included in the analysis because of their insignificant number.

Thus the study analysis reveals that a large number of women managers are androgynous. Sanghamitra Buddhapiya (1999) in her book “Women In Management” had given explanation for the androgynous category followed by large number of women managers. Firstly, androgyny presents a desired means for individuals to move beyond the rigid constraints of sex roles. When women managers adopt usual gender stereo-types they face problems in their functioning. It revealed that often behaviour specific to sex-role limit the development of effective management styles in particular situations. Secondly, androgynous individuals whose self-image and behaviour are less narrowly restricted along sex role lines are more ready to meet the complex demands of the society and thus they are more flexible. So, androgynous women managers who perceive themselves as having high levels of both stereotypical masculine and feminine behaviours have access to a wider repertoire of possible behaviours to meet various situations, because of greater; psychological flexibility.

Another explanation can be that while dealing with the subordinates, sometimes situations warrant women managers to be tough, dominant, assertive and task-oriented, while at other times situations require them to be tolerant, sensitive, gentle, participative and nurturant. So, instead of sticking to a particular style they adopt different styles according to different situations. The findings show that managers perceived by their subordinates as being androgynous are considered to be
better handlers of conflict situations than their masculine or feminine peers (Jurma and Powell, 1994).

The second largest group of women managers are of feminine sex role type. They value the feminine traits more. They try to adhere to the traditional gender roles prescribed by the society. Males and females are expected to have different personality traits which are supposedly consistent with their biological sex. When they adhere to the traditional gender roles, they easily get social approval and acceptance (Buddhapiya, 1995). Another reason for the feminine sex-role orientation may be that adaptability, sensitivity, generosity, willingness to participative, relationship orientation, which are considered feminine qualities, are well accepted by management for success. Apart from this, feminine individuals are also found to be more confident in professional ability and in dealing with personal problems (Johnson, 1988).

Coming to the masculine type of sex role orientation of women managers in the present study, past research shows that women in male-dominated settings are pressured to behave in a masculine manner in order to satisfy conceptions about who should hold jobs based on the qualities of job incumbents (Perry, Davis-Blake, & Kulik, 1994). Because most leadership positions have been held by men, the stereotype exists that masculine, task-oriented traits are the requisite characteristics for leadership (Powell, 1999). So, many women managers try to adopt the masculine traits to fit themselves into the managerial world.

**Leadership Style and Sex Role Orientation**

As shown in the correlation matrix, sex role orientation positively correlating with all three (Authoritarian, democratic and laissez faire). As the level of sex role orientation value increases, the authoritarian, democratic and laissez faire leadership traits level also increases. This finding is supported by Hee (2011) who conducted a study of the influence of gender and gender roles that can be both predictors of leadership emergence is examined utilizing expectation states theory and role congruity theory. When it comes to gender, men are most likely to emerge as leaders across masculine and gender-neutral tasks, whereas women are more likely to emerge as leaders on feminine tasks. This process can be explained by the
performance expectations that people have for men and women when working on a specific task.

A multi perspective model by Korabik, K. & Ayman, R. (2007) which present here is based on an extension of their previous thinking (Ayman, 1993;Korabik, 1999). It integrates three perspectives about how gender-related processes impact on leadership. A simplistic view of gender is that it pertains only to whether someone is a man or a woman. However, the psychological ramifications of being a man or a woman are extremely wide-ranging and affect all aspects of our daily lives (Korabik, 1997). Gender is a multidimensional concept that is enacted in a number of different ways. Their model takes three perspectives: the intrapsychic, social structural and interpersonal (Korabik, 1999) and these three perspectives apply to leadership.

Studies by Powell (1982) endorse the view that sex-role orientation rather than biological sex, is significantly related to leadership style. The study conducted by Powell and Butterfield (1979), established masculine sex role orientation to be associated with initiating structure style of leadership. Korabik (1992) also found evidence that a feminine sex-role orientation was related to ‘consideration’ leadership style characterised by high relationship with subordinates supportiveness and openness of communication.

**Organizational Culture of Women Managers**

![Diagram No.6.2: Different level and type of organizational culture of Women Managers](image-url)
The result found that women managers are experiencing all organizational culture dimensions (bureaucratic, innovative, supportive culture) at moderate levels. Any organizational culture is not supporting them high level. The reason may be in India the number of women in management is less in number and gender equity practices are not happening high in level. Still organizations are reluctant to give responsible, challenging and trusting work environment to women managers. A 2002 study *Gender Stereotypes at Work: Implications for Organizations* notes that stereotypes and perceptions of Indian women in the workplace appear to have had a significant negative impact on the position of women managers. This study suggests that Indian male managers are viewed, stereotypically, as working in the areas of sales, marketing and production; being good leaders, decision makers and bosses; and handling challenging assignments. On the other hand, Indian women are viewed as working in PR, HR and administrative positions at low to junior levels, and in fields such as fashion and beauty. Women in Indian organizations felt that such stereotypes result from not being given challenging assignments. The scenario is slightly changing in the present management world. That is the indication showing all dimensions of organizational culture perceived by women managers in moderate level. Still there is a gap in gender equity practices in management.

**Leadership Style and Organizational Culture**

In the present study from correlation result found that organizational culture has significant impact on Authoritarian Leadership style and Democratic leadership style of women managers. The explanation could be that women are generally considered to be democratic leaders by their feminine characteristics. Sometimes authoritarian leadership style is effective in case of organizational using mass production technology such as autos, foods and clothing etc, Here the product is standardized and market for the product also exists. The leader has to apply unity of command for efficient operation of duties. (Indian Managers Leadership Style) So this way organizational culture influencing Authoritarian leadership.

The earlier researchers who have explored the culture-leadership relationships concluded that organizational culture has a definite impact on the emergence of specific leadership styles (Pillai & Meindl, 1998). The essence of the
relationship between organizational culture and leadership, especially in a country like India have managerial implications. Strong culture enhances employees’ and organizational effectiveness because they perceive that their actions are freely chosen (O’Reilly, 1989).

**DECISION-MAKING STYLE OF WOMEN MANAGERS**

![Diagram No.6.3: Decision-Making Style of Women Managers](image)

**Directive Decision-Making Style**

From the analysis it is clear that out of 241 women managers 154 were following directive Decision-Making style. It was found that Individuals with directive style tend to acquire information by sensing and prefer to receive brief reports with limited data verbally. Therefore, in receiving data they rely on individuals. In analysing information, they use intuition, experience and rules. Pure facts, rules and procedures are kinds of information that are most valued by directive individuals. Internal orientation in organization, high need for security and control, and having structured pattern in Decision-Making are other characteristics of this style.

Women with a directive style have a low tolerance for ambiguity and are task-oriented. In addition, they are action-oriented are focused on facts, use rules
and regulations, and adopt a systematic approach in solving problems. Those with a directive style tend to make speedy decisions. Park (1996) describes masculinity as being aggressive, independent, objective, logical, analytical, and decisive. In contrast, femininity is described as emotional, sensitive, expressive, cooperative, intuitive, warm, and having a tactful nature.

Another explanation can be that female leaders tend to be extremely focused on completing a task assigned to them. Completing day-to-day tasks is necessary to ensure that a company is running smoothly from an operational perspective (Krinzman 2015). For completing the task they depend upon individual information than large data. Past studies show that women are more intuitive in Decision-Making Style than men. Pacini and Epstein (1999) found gender difference in engagement of experiential or rational processing involved in Decision-Making. According to the findings women reported greater appreciation and engagement in experiential (intuitive) processing whereas men reported greater appreciation and tendency towards rational processing. Salo & Allwood found (2011) that male investigators showed higher values on rational DMS and female investigators higher values on the dependent DMS.

**Analytical Decision-Making Style**

In the case of analytical Decision-Making style followed by the women managers are less in number. Analytical decision makers are known for their careful analysing of every aspect of the given problem by using large amount of data. As a result, not only are pure facts important for analytical managers, but also they make use of all kind of information from all available sources to make decision. Therefore, intuition decisions are limited. Innovation in solving problems, focusing on technical decisions and need for control are other aspects of this style. As Pacini and Epstein (1999) found women reported greater appreciation and engagement in intuitive decision-making style, they are not adopting analytical style. Females had higher intuitive scores which showed that females mostly relied only on intuitive DMS rather than rational style.
By doing multiple regression analysis in this study it was found that variables like education, managerial level and type of the industry are the predictors of analytical Decision-Making Differences in demographics, qualifications, socialisation, work scope, and business environment can also affect a manager’s Decision-Making process and style.

**Conceptual Decision-Making Style**

From the findings it was clear that out of 241 women managers 203 were least preferred conceptual Decision-Making style. One explanation of this finding could be that decision makers with this style known as risk takers and flexible decision makers. Women are not generally risk takers. They would like to take safe decisions. Susan Fisk, a sociologist at Stanford University researched how women and men respond to taking risks. Her insights concluded that women do experience greater anxiety than men. This anxiety does lead to avoidance behaviour and taking risk in the workplace (http://www.handbagsintheboardroom.com/).

Another explanation could be in this study under the multiple regression analysis it was found that Type of industry, Organizational Culture, Sex role orientation are the predictors of conceptual Decision-Making style. So women managers are avoiding conceptual Decision-Making based on their organizational culture, their type of industry demands and gender role. Tinsley (1979) found that sex-role orientation is significantly related to Decision-Making style for females.

**Behavioural Decision-Making Style**

The individuals who are focusing on social concerns, supporting and communicating well with subordinates, this decision – making style is adopting. In Decision-Making process they receive information by sensing, listening, and interacting with others and analyse by using feelings and instincts. As they have low tolerance for ambiguity, they hardly take risk.

It is observed that 38.2 per cent only least preferring this style of Decision-Making. All others are practicing this style. The behavioural characteristics of women managers are suitable with this style. A study of women leaders in India,
including leaders of public sector enterprises, found compassion and empathy in relationships, the ability to network more effectively among colleagues, and better management of crisis situations as strengths of women leaders (Budhwar, et al., 2005). This may be the reason women managers are opted this Decision-Making style.

The other reason could be Indian women managers experienced more problems due to their gender and social roles as they were reluctant to make decisions or risks without carefully consulting with their colleagues. Thus they would try to mobilise their group members to work together through friendly relationship, warmth and understanding for others.

**Decision-Making Style and Demographic Profile**

It has been found that some of the demographic variables have significant correlation with Decision-Making style. Correlation matrix had used to find the relationship of demographic variables with each Decision-Making style. The result indicates that age, type of industry, experience and training of women managers were significantly correlated with directive Decision-Making style. The analytical and conceptual Decision-Making style is closely related with all career profile of women managers. The behavioural style is correlated with education and training. Here we can observe that all career profile variables influencing Decision-Making style of women managers. Past researches supporting this findings many studies by different professions had shown that there are several important factors that may influence leadership Decision-Making in organizations. These factors include: experience, managerial and type of industry (Juliusson EA, KarlssonN,Gärling T, 2005).

Yamamoto (1997), Lioukas, Bowrantas, and Papadakis (1993), and Mallory et al. (1983) report that the approach to governance leads managers in each sector to experience different demands and expectations, which are apt to influence their Decision-Making. Each sector’s role calls for dealing with users and clients in different ways, which may also influence how decisions are made (Chaffee 1985; Fredrickson 1985; Hitt, Ireland, and Hoskisson 2003; Mintzberg 1973; Pettigrew 1990).
Decision-Making Style and Sex Role Orientation

To know the relation between sex role orientation and different Decision-Making styles (Directive, Analytical, Conceptual and Behavioural) a correlation test has conducted. Result indicated that there is no significant association between sex role orientation and directive and analytical Decision-Making styles. The explanation of this result could be, knowing how and why decisions are taken can make the difference to the types of DMS. Differences in demographics, qualifications, socialisation, work scope, and business environment can also affect a manager’s Decision-Making process and style.

If we analyse the result it shows that there is no proper frequency distribution of DMS among sex roles. Directive Decision-Making style alone shows high in Sex role orientation. So it can be concluded that whatever the sex role orientation women managers are in, they give more importance to power in Decision-Making. Directive Decision-Making style is more power-oriented style. They are seen to be using power and authority in order to be more effective in their respective departments. These organizations are dominated by men and men are found to be more task-oriented than female. So, while compared to their male counterparts the woman may try to imitate their style to be more successful (Buddhapriya, 1999).

Decision-Making Style and Organizational Culture

It was found that all women managers perceived moderate level of organizational culture in their organizations. From the correlation result it is found that between conceptual Decision-Making style and organisational culture is significant relation. In the present study majority women managers are least proffered conceptual Decision-Making style. They are not risk takers and flexible decision makers. One of the reasons may be that the organizational culture is not supportive for them to take creative decisions.

Indira J Parikh (2003) has paid some attention to the women managers’ problem related to organizational culture that women not gaining the managerial position is because of behavioural patterns and styles of operating women managers are not given high risk profile assignment necessary for promotions,
because on the way up the ladder they are cautious and avoid taking risks. Women are more cautious and more likely then men to reflect rather than to act.

Leadership Style and Decision-Making Style

![Diagram No.6.4: Path Diagram Showing Relationship between Leadership Style and Decision-Making Style]

One of the main objectives of this study is to find out the relation between leadership styles and Decision-Making styles of women managers. The correlation between leadership styles and Decision-Making styles reveals that the level of directive Decision-Making and analytical Decision-Making style positively correlating with all three (Authoritarian, democratic and laissez faire) leadership styles. As the level of directive and analytical Decision-Making style value increases, the authoritarian leadership style, democratic leadership style and laissez faire leadership traits level also increases. The Level of conceptual Decision-Making style is positively correlated with authoritarian and democratic leadership style but negatively correlated with laissez faire leadership style. As the level of behavioral Decision-Making style is negatively correlated with all the three leadership styles.

Hence this study can conclude that Authoritarian and democratic women managers are using directive analytical and conceptual Decision-Making style. Scott and Bruce (1995) also mentioned that the DMS are not mutually exclusive. Hence it is possible that managers may adopt more than one DMS simultaneously.
Accordingly, a certain style may dominate and Decision-Making behavior of a person, but it may be accompanied by other styles.

Laissez faire leaders are using directive and analytical Decision-Making style and not using conceptual Decision-Making. The explanation can be, accordingly, as Laissez-fair leaders are avoiders, Conceptual Decision-Making style is categorized as association with risk-taking, creativity and flexibility. So laissez faire leaders are avoiding such Decision-Making style.

The behavioural Decision-Making style is not correlated with any of the leadership styles. All the three leadership styles do not prefer behavioural Decision-Making style. The explanation could be that behavioral decision makers like to take group decisions and they are more group oriented people. Together they attempt to reconcile differences and negotiate a solution that is acceptable to all parties sometimes group Decision-Making will be time consuming and its not possible for a leader to satisfy all people in a group. The bigger the size of the group, the larger is the time consumed by them. Time consumption always arises when it comes to group discussion. This could be the case leadership styles not preferring behavioural Decision-Making style.

MODELS

The purpose of the present study is to suggest an exclusive leadership style model for women managers. The findings of this study were that a majority of the women managers’ sex role orientation were androgynous. They were using all leadership style (Authoritarian, democratic and laissez fare) in moderate and high level. In different organizational culture these leadership styles being used in medium level. Their decision making styles was mainly directive. Hence the present study would like to suggest a leadership model which has a combination of masculine and feminine characteristics in leadership and decision making styles. This model should be diverse and flexible to use in any type of organizational culture in high level.

DIVERSE LEADERSHIP MODEL
Diverse Leadership Model will help the women leaders to be flexible at any organizational culture by adopting diverse styles with different types of subordinates. The model blends the characteristics typically associated with power-oriented and relationship-oriented. A woman leader must adopt both masculine and feminine characteristics from all leadership and Decision-Making styles for the flexibility of readiness to handle emerging organizational demands. The diverse model assumes that there is no one style for leadership. So this diverse model purposes three leadership styles for women leaders. These are:

**Delegative Style** – In this style a leader delegates the task to her subordinates with direction. Power and authority are used in this style. The leader has concern towards the subordinates in giving proper guidance while delegating the work. If the subordinate is weak the leader will give support and guidance. In this style, the leader is using intuitive as well as rational Decision-Making style.

**Innovative style** – In this style, the leader is very creative and is ready to take challenging work. The leader will give confidence to subordinates and empower them to take up the work. Here the Decision-Making style is conceptual. The leader is willing to take risk and has innovative ideas.

**Supportive style** – This is result-oriented and relationship-oriented style. Here the leader gives full freedom and has participatory relation with her subordinates. At the same time she supervises the subordinates’ work. The leader is smart enough to get the work done from subordinates. In this style the leader is analytical and behavioural in Decision-Making. She will rely on facts at the same time get the suggestions from the team members. She will choose the decision according to the emerging situation.

The above three styles can be used based on the organizational demands and types of the subordinates. The rationale behind the model is that the leader is ready to lead any group at any situation. If the work is new and stressful the leader can use delegated style by giving proper direction and guidance. At the same time for getting the work he can use the power. The work is challenging, innovative style can be used and empower the subordinates. If the subordinates are well qualified result
oriented and relationship oriented style (Supportive Style) can be used. The diverse model postulates that the leader can use any of the above leadership styles based on the subordinates’ character, higher authorities demand and organizational culture.

Since Decision-Making is the base of any leadership, this model states that each leadership style should associate with their own Decision-Making characteristics. In diverse model the delegated style leader will be using intuitive and rational Decision-Making styles. In innovative style the leader is taking creative and risk-based decisions. In supportive style the leader is analysing data at the same time getting suggestions from subordinates for taking decisions. Each style is a blend of feminine and masculine characteristics. This model emphasises that the women leaders who are androgynous will be more effective leaders.

**Conclusion**

In a nutshell the diverse model is consistent with three leadership styles called Delegating, Innovative and supportive styles. The main characteristics of these styles are Authoritative behaviour, emotional, relationship oriented, self confident, empowering, assertive, supportive and participative. These styles purpose the Decision-Making styles are intuitive, rational, analytical and behavioural. The three leadership styles and Decision-Making styles are the combination of masculine and feminine characteristics. So this model is more effective when an Androgynous leader will practice leadership. By practicing this model in an organization there will be a proper direction, recognition of every one’s work, development of employees, employees’ morale will be high and develop a culture of team work. The recognition of a diversity of leadership styles will allow potential leaders to lead in ways that will draw upon their individual strengths. However more empirical research is needed on this model to prove the usefulness and validity of the model and to test the hypothesis that can be generated.
Diagram No. 6.5: Diverse Leadership Model

DIVERSE LEADERSHIP

- Authentic Behaviour
  - Emotional
  - Relationship oriented
  - Self confident
  - Empowering
  - Assertive
  - Supportive
  - Participative
  - Result oriented

STYLES

- DELEGATING
- INNOVATIVE
- SUPPORTIVE

DECISION MAKING STYLE

- INTUITIVE
- RATIONAL
- CREATIVE/RISK
- ANALYTICAL
- BEHAVIOURAL

SEX ROLE ORIENTATION

- ANDROGYNOUS

ORGANISATIONAL EFFECTIVENESS

- PURPOSE AND DIRECTION
- RECOGNITION
- TEAM WORK
- HUMAN RESOURCE DEVELOPMENT
- HIGH EMPLOYEE MORALE
- UNDERSTANDING RISK
SOCIAL WORK INTERVENTION MODEL FOR WOMEN IN MANAGEMENT

Introduction

Social Work in Indian corporates aims to help employees to cope with the challenges in their work. More women are entering in management positions in Indian corporates. There is a gender inequality in management level. The number of women in senior management level is very low. Other than stereotypical mentality regarding gender a lot of other challenges are faced by women in management. Thus it become a hindrance in their development. Social work is a profession which finds out the root cause of the problem and solve it. Here the women who are empowered with education and money face the problem of coping with their career and being able to attain leading positions in organizations. So many women are leaving their profession in half way through their careers. The causes of this problem are social and cultural. At the same time, it is important to strengthen their leadership skills and help them to face leadership challenges. So its time to offer social work services to women in management position to face challenges in leadership and Decision-Making. This work purposes to present a social work intervention model for women managers of Indian corporates.

Social Work Practices

Micro Practice

At the micro practice level the woman manger will be seen as an individual. Looking at a person in environment, women managers are likely to encounter personal and work-related problems that need solutions. Various studies outlined the following as common key problems experienced in the work place: challenges due to stereotyping attitude from male superiors and colleagues, male domination, stress, no upgradation of leadership skills, dual role as house wives and career woman, lack of mentoring, unable to handle work-life balance, lack of awareness on current need of corporate culture. In intervention process the techniques like counselling and mentoring can be used after assessing the problem. If the problem is very severe and affecting any family member relevant parties also can be involved
in the process. In case the intervention process persists, referral for appropriate assistance at organizations and facilities external to the workplace might be facilitated.

The outcome of this practice is that the social worker is promoting self esteem and self confidence, support to adopt new approaches to handle the challenges, enabling to solve the problem in professional relationship, able to concentrate in career development. At this level the roles such as counsellor, mentor and enabler is very important.

**Meso Practice**

At the meso practice level, the social worker will focus on a specific group. The group can be divided into low, middle and senior women in management and plan the programme and addressed based on their specific needs. Workshops and seminars can be arranged based on identified needs. For example, leadership challenges, career plans, motivational talks, choosing the right leadership and Decision-Making styles and new approaches in management etc. can be chosen as topics. Formal association meetings among women managers from different industries can be arranged for discussing similar issues, sharing new experiences can be strengthened by the network skill of women managers. For instance, conducting recreational activities and yoga practices for women managers are also applicable at this level.

The outcome of this practice is developing networking skill, a platform for women managers to share their problems and come out with effective solutions, sharing experience and expertise mutual support and getting identity in management. The roles of the social worker at this level are as facilitator and advocate.

**Macro Practice**

The third level in social work practice is the macro level. In this level the social worker focuses on entire organization as a whole. The intervention is with entire organization and the change is likely to affect all the employees of the
The outcome of the macro level practice is that women friendly work environment can be created. More women can be reached at Decision-Making level. This means gender equity will come in management level and women in management will be treated with respect and their view will be valued. New women-friendly services can be started like crèche facility for women managers according to their timings, work at home facility, flexible timing, opportunity for attending training programmes etc. The roles of social worker at this level are as a negotiator, mediator, advocate and researcher.

**Conclusion**

There is a need for social work practice at the management level. It means that social workers have to redefine the parameters of social work practice and they should reach all levels of working class. Developmental social work needs to reach all aspects of society. Though women managers are empowered, looking at the challenges they face and evaluate how they impact negatively on the development of a group and develop strategies to change undesirable practice at personal and policy level.
Diagram No.6.6: Social Work Intervention with Women in Management

- **Levels of Intervention**
  - MICRO
  - MESO
  - MACRO

- **Methods**
  - CASE WORK
  - GROUP WORK
  - WELFARE ADMINISTRATION

- **Techniques**
  - Counselling
  - Mentoring
  - Referral
  - Seminars, Conferences, Association Meetings, Recreations
  - Policy Formulation
  - Consultation, Formal Forum

- **Roles of Social Worker**
  - Counselor
  - Mentor
  - Enabler
  - Facilitator
  - Advocate
  - Mediator
  - Negotiator
  - Researcher

- **Outcomes**
  - Promoting self esteem and confidence, Able to cope up with challenges, Adopting new approaches, Problem solving in professional relationships, Career
  - Develop Networking, platform for sharing similar issues, Collective expertise and experience to share effective solution, provide mutual support and get identity.
  - Improve delivery of existing services, gender equity in management level, quality services will reach to all in equal way, Leadership and decision making will be smooth.