SUMMARY AND CONCLUSION

The analysis of data has brought into focus certain findings regarding different facts of the enquiry, on leadership styles and decision making styles of women managers, their self perception of leadership styles, their demographic profile, sex role orientation, organizational culture. To summarise the findings of this research process, the study was conducted taking 241 women managers of different industrial sectors (Manufacturing, service and IT) from different levels of management (senior, middle and junior). The response of the women managers was collected through questionnaire as well as interview. Three self perception scales (Leadership Styles Questionnaire by Sage publications, Rowe And Mason’s Decision Style Inventory (1987), Bem’s Sex-role Inventory, 1974) were used to study the respondents’ leadership style, decision making style and sex role orientation. Leadership styles and decision making styles were used as dependent variables and demographic profile, sex role orientation and organizational culture were used as independent variables, and particularly to find out the independent variables of above mentioned dependent variables. The findings of the study as revealed on the basis of the analysis of the data are presented below in the same sequential order in which the variables have been discussed in the preceding chapter.

Career Profile of Women Managers

The average age of the women managers is estimated to be 39-44. The middle aged women are more in management. Education plays a great role in case of the women managers and it is expected that a sample of managerial women would have high levels of education. The data indicates that 77.2 per cent women managers are postgraduates. In India there is less in the number of women employed in management in different industrial sectors. In this study the data shows that 44.4 percent women are working in service sector. Service sector includes hotels, hospitals, education institutions, travel and tourism, banks, financial sectors and consultancy services. The other predominant sector is Information Technology. In the manufacturing sector the employment of women in management level is less. The most of the respondents work in Human Resource Department. The other main working area is administrative department. In marketing, sales and purchase
department and all the number of women managers are less. The reason may be that Indian male managers are viewed, stereotypically, as working in the areas of sales, marketing and production, and that they are being good leaders, decision-makers and bosses; and they are ask to handle challenging assignments. On the other hand, Indian women are viewed as working in PR, HR and administrative positions.

Work experience is measured in terms of a person’s the length of service. As revealed by the result 38.6 per cent of women managers have more than 8 years experience. It is found that 34.4 per cent of women managers have 4-8 years experience. Distribution of respondents by managerial level shows that, 51% women managers are concentrated in middle management level and 32 per cent in senior management level. The result indicates that there is a change from the earlier situation. More women are getting opportunity to enter at the senior management level. As regards promotion, women managers seem to be at a disadvantageous position compared to their male colleagues. The rate of progress up the ladder of promotion is not the same for the two sexes. This is one of the reasons women managers are more at middle level. Data indicates that very few women managers have been able to get more than 5 promotions. 45 women managers got only 2 promotions. 61 respondents have not received any promotions. Developing leadership and decision making skills are very important in managerial positions. The data shows that 64.7 per cent of women managers attended training programmes on leadership and decision making skills.

**Leadership Style of Women Managers**

Leadership style is the way in which the functions of leadership are carried out. While studying the self perception leadership styles of women managers it was found that among three leadership styles democratic and laissez fare leadership style predominantly. Women managers use Authoritarian leadership style moderately. Authoritarian style signifies power and authority. The possible reason of this may be that majority of the respondents are from middle managerial level. For their performance they have to give explanation on every conceivable occasion to their superior. In the male-dominated management world they should prove to be more effective in their respective departments. For that they consider power and authority
important. In addition to that, society usually perceives Authoritarian attributes to men but for changing needs of the management women are adopting this style.

In the democratic style, the respondents scored high. The democratic style which basically refers to joint decisions, group participation and supportive relationship are adopted by women managers to a great extent. Sensitivity of the women managers to the changing needs and expectations of their subordinates might be the reason for their democratic style.

One of the predominant styles used by the women managers is laissez faire style. Two possible reasons for this may be that women managers give freedom to their subordinates to empower them by adopting a transitional model. The other reason may be that, being women, they have to take dual responsibility for the family and their career. So due to lack of time they avoid the guiding and supervising the subordinates and give all freedom available to them. Because an important implication of laissez faire style is avoidance.

**Leadership Style and Demographic Profile of Women Managers**

The influence of career profile of women managers on their leadership styles was analysed. It was found that education, experience, managerial level has significant influence on Authoritarian style. In a democratic style only managerial level has significant relation. In laissez faire style, age, experience and training have influence. From this it can be summarised that the demographic variables as education, experience and managerial level have significant influence on women managers' leadership style. The reason may be managerial level and past experiences influence the attitude and belief system of women managers. These two variables increase more personalised knowledge. In the case of education giving functional area back- ground which is very important for choosing right leadership style. Training helps women managers to up-date their leadership skills and knowledge to choose the right styles at the right time. So the experience, managerial level, education and training are important demographic variables in aspects of leadership that influence organizational success.
Leadership Styles and Sex Role Orientation

As noted earlier, sex role orientation is the process by which culture transforms male and female into masculine and feminine adult. The data has revealed that a large number of women managers are androgynous, followed by feminine and masculine sex role types. Greater psychological flexibility, wider repertoire of possible behaviours to meet various situations, the management of family and profession and changing social values might be the guiding factors behind androgyne. The second largest group of women managers are feminine. They valued the feminine traits more because of social approval and acceptance. Again adaptability, sensitivity, generosity, participativeness and relationship orientation which are considered feminine qualities are well accepted by management for success. Management as a profession is identified with masculine and in this study, 13.3 per cent of the women managers are masculine in their sex-role orientation. Many women managers try to adopt masculine traits to fit themselves into the male-dominated managerial world.

While studying the influence of sex-role orientation on the leadership style of women mangers it was found that sex role orientation of women managers has a significant influence on all the three leadership styles (Authoritarian, democratic and laissez faire). Androgynous respondents scored higher level in democratic style and laissez faire style than feminine and masculine respondents. Androgynous respondents scored moderate level in Authoritarian styles. Androgynous sex role orientation which is a blend of both high masculinity and femininity seems to influence the both the leadership styles which are authorititative and relationship oriented.

Leadership Style and Organizational Culture

Organizational culture reflects the underlying belief and value structure of an organization. Members of an organization in a given cultural environment share a common set of assumptions, beliefs and values which originate from the local environment. These cultural values from the environment have a very strong impact on the behaviour of the persons within the organization. In the present study one of
the objectives to find out the organizational culture of women managers and its influence on their leadership style. According to Wallacha organizational culture has three dimensions, Bureaucratic, Innovative and Supportive. A bureaucratic culture is a very organized and systematic culture based on power and control with clearly defined responsibilities and authority. Organizations with this culture are mature, stable, structured, procedural, hierarchical, regulated and power-oriented; An innovative culture has a creative, result oriented, challenging work environment and is portrayed as being entrepreneurial ambitious, stimulating, driven and risk-taking; A supportive culture displays teamwork and is a people-oriented, encouraging, and has a trusting work environment. The result indicates that women managers experience moderate level of organizational culture. The moderate level score on organizational culture could be indicative of low acceptance, power and lesser opportunity for challenging assignments. Certain other factors which are responsible for this are: low professional skills, poor networking, reluctance for taking challenging jobs, lack of ambition, reluctant to learn new things in career.

In leadership style, organizational culture has no influence on democratic style. Though 134 respondents scored moderate level of organizational culture, in that more than half of the respondents practise high level democratic style. Organizational culture has significant influence on Authoritarian and laissez-faire styles. Both these styles are able to practise mostly when organizational support is available. More than personalized characters of manager organizational demands are making a manager to adopt these styles. 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 the market for the product also exists. The leader has to apply unity of command for efficient operation of duties. So this way organizational culture influence Authoritarian leadership. Laissez faire leadership is practised by managers where they get subordinates with good experience and need not supervise closely. They are able to take their own decisions. Hence Authoritarian and laissez faire leadership style is practised based on organizational situation.
Decision-Making Style

Decision-Making is one of the key functions of a manager making high quality management decisions is a fundamental feature in determining organizational performance. The data has revealed that a large number, i.e., 154 women managers are practicing directive decision-making style in a very dominant level, followed by analytical and behavioral style. The least preferred style among women managers is conceptual decision style. In receiving data they rely on individuals and in analyzing information, use intuition, experience and rules are the main characteristics of directive decision makers. The second largest analytical decision makers valued a careful analysis of every aspect of a 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. Behavioural decision makers focusing on social concerns, supporting and communicating with subordinates, best characterize individuals with this style. In Decision-Making process they receive information by sensing, listening, and interacting with others and analyze by using feelings and instincts. As they have low tolerance for ambiguity, they hardly take risks. The least preferred conceptual decision makers are risk-takers and flexible decision makers.

Since management is a male dominated profession women have to put in more effort to be effective and need to take on-the-spot decisions. This may be one of the reasons why more women choose directive Decision-Making style. Another reason is that feminine character relies more on intuitions than reasons. The reason of least preference of conceptual Decision-Making may be because women are not risk-takers and flexible in their Decision-Making.

Decision-Making style and Demographic Profile of Women Managers

Among the demographic profile experience and managerial level of the respondents are good predictors for directive Decision-Making style. It indicates that more experience gives confidence to women managers to take intuitive decisions and rely on individual information. In the present study it was found that middle level managerial respondents are practicing directive Decision-Making style.
in very dominant level. The reason may be that they are answerable to higher authority, but at the same time they should get the work done from their subordinates. So they need to take decisions fast by using power. It was found that education, the type of industry, are the other predictators for analytical, conceptual and behavioural Decision-Making style of managers. Indeed, making decisions is an important work-related task that is not only crucial for managerial performance but also assists managers in making appropriate job matches between managers and the tasks at hand.

**Decision-Making and Sex Role Orientation**

It was found that there is no significant difference among respondents in using DMS- based on sex role orientation. Irrespective of the gender role of respondents the majority are practicing directive decision-making style. The result seemed to be that other than gender identity, respondents are given importance to factors like organizational values, demographic profile for Decision-Making style. The underlying fact is that whether masculine or feminine, the decision should be taken for organizational effectiveness.

**Decision-Making and Organizational Culture**

As a kind of culture which forms in an organization, organizational culture can influence the managers. This explains why the organizational culture is a part of management. Organizational culture has significant influence on conceptual Decision-Making style only. On other Decision-Making styles there is no significant influence of organizational culture. It should be noticeable that out of 241 respondents 203 respondents least preferred style is conceptual Decision-Making style. This may be because these women managers organizational culture not supporting to practise conceptual Decision-Making style. From this the role of organizational culture in practising conceptual Decision-Making is evident. In the case of other Decision-Making styles (Bureaucratic, Analytical and Behavioural) is not getting influence by organizational culture of women managers. The reason may be that the finding shows that the women managers perceived moderate level of
organizational culture in their organizations. So the organization culture is not influencing the day to day work behaviour and their leadership styles.

**Decision-Making and Leadership Styles**

The main objective of this study is to find out the relation between leadership styles and Decision-Making style of women managers. As the level of directive and analytical Decision-Making value increases, the authoritarian leadership style, democratic leadership style and laissez faire leadership traits level also increases, which reflects directive and analytical Decision-Making styles are suitable for Authoritarian, democratic and laissez faire leadership styles. The level of conceptual Decision-Making style is positively correlated with authoritarian and democratic leadership style but negatively correlated with laissez faire leadership style. This indicates that conceptual Decision-Making for Authoritarian and democratic leaders but not for laissez faire who are characterised as avoiders and do not want to take risk.

The level of behavioural Decision-Making style is negatively correlated with all the three leadership styles. All the three leadership styles are not preferred behavioural Decision-Making style because it considers suggestions and listen to all group members’ suggestions will take much time to come up in decisions. This may be the reason for not considering behavioural Decision-Making style. Another reason may be that behavioural Decision-Making is based on purely feminine nature. The above results indicate that women managers prefer decision-making process which has masculine and feminine influence. Women managers are trying to adopt themselves to changes by becoming more androgynous.

**Suggestions for Further Research**

During the progression of the present study it was felt essential to outline some concerns for future research. As a result of the study, several phases can be considered for future research, so as to extend our understanding of different leadership and decision making styles related to women in management. Following are the broad areas for further research.
The findings revealed that women managers’ exhibit democratic leadership and directive decision-making style based on their self perception. But it would have more appropriate if the views of subordinates would also been taken into consideration for studying the leadership and Decision Making style. It would be interesting to know in which style would be more appropriate as perceived to be more effective by their subordinates.

More research can be done in sex role attitude, and views of superiors on leadership and decision making of women managers.

This study is confined to private sector women managers where rules and regulations are more flexible. But in public sector organisations where rules and regulations are more structured. So, a comparative study between the public and private sector women managers could also reveal interesting results.

Future research could be directed towards cross cultural studies to compare leadership and decision-making style of women managers from different countries.

Researches could be conducting by comparing metropolitan cities such Mumbai, Delhi, Bangalore etc to understand the difference in relation to work culture and pattern of working style, since the present study confined to Industries in Chennai only.

Another significant aspect of future research could be a comparative study taking women professionals both from traditional such as family based business organisations and non-traditional such as IT, BPO, ITES etc

**CONCLUSION**

Social work is an enabling profession which helps to empower the individuals and groups in the community by using different methods and techniques. Women in leadership positions in the management are much lower than men. One of the reasons behind this is the invisibility of their working styles. In the male-
dominated management world with stereotypical attitude they often confuse with their leadership and Decision-Making styles. Here to empower women in management and to build a unique style in the management world there are many ways such as policy making, mentoring, removing stereotypical attitude in organizations can be frame a women friendly organizational culture. Promotion of training of leadership and Decision-Making skills among entry level women managers also would go a long way in addressing their issues.

The study has shown that women managers are adopting mixed leadership styles such as Authoritarian, democratic and laissez faire. In this, the democratic style is more predominant. In Decision-Making style directive, conceptual, analytical and behavioural style is adopting respectively. Among this directive Decision-Making style is more predominant. The study has proposed a diverse leadership style which would be a unique style for women managers to adopt based on different decisions and organizational cultures. Industrial social workers can be adopted the social work intervention model which is proposed in this study for the empowerment of women in management.