ANALYSIS OF DIFFERENCES BETWEEN LEADERSHIP STYLES EXIPHITED BY MEN AND WOMEN MANAGERS (WITH SPECIAL REFERENCE TO SELECT IT COMPANIES IN BANGALURU)

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Abstract
In current business scenario every organization competes in the global market place, the ability to motivate staff is mandatory. Studies show that managers are adopted different types of leadership can be effective but they differ in their styles of functioning. Hence the researcher wanted to identify the different leadership styles adopted by managers in Indian industries especially in the IT industries. With the title "Analysis of difference between Leadership Styles Exhibited by men and women managers" – with reference to select IT companies in Bangaluru. The total number of respondents for this study was 108 from all levels of managers. The study has attempted to identify the relationship between the leadership styles of managers.

Keywords: Information Technology (IT), Leadership Styles, Commanders, Shepherds, Entrepreneur and maintenance.

Introduction
The success of each and every business organization depends on the availability of suitable leadership in the organization. The approaches, problem solving techniques and managerial ability in influencing their subordinates or followers and encouraging them to achieve the desired goals and determines the success of the organization. An effective manager/leader is one who encourages, induces his/her subordinate, creating impression or inspirations in the minds of his follower or subordinate. If a country or an organization has a good leader, it can easily achieve its desired goal or aim.

Concept of Leadership
The study of leadership can be made by considering what distinguishes the process of leadership from that of management. Management can be defined as the attainment of organizational goals in an effective and efficient manner through planning, organizing, staffing, directing, and controlling organizational resources. Much has been written in recent years about the difference between management and leadership. Manager and leaders are not inherently different types of people, and many managers already possess the abilities and qualities needed to be effective leaders. 'Leadership cannot be replacing the management; it should be in addition to the management.

Importance of Leadership

Leadership style has a direct and unique impact on the working environment of a business concern and on its financial performance.Today's business activities have become very complicated and have many problems, the business leaders or managers have to employ the different styles of leadership to eliminate the complication and solve the problems of the business organizations. Hence the different styles of leadership and their applications become very important for the achievement of desired goals of the business organizations and their success.

Statement of the Problem

In a developing country like India, the industrial sectors are growing in a big way. Due to globalization, liberalization, and privatization policies, many foreign investors are competing with one another in setting up their own industries in India. The investors whether they are private or public and national or international, face heavy competition. In order to meet these competitions, industries must have properly leaded by effective and efficient leaders by exhibiting appropriate leadership styles with different leadership attributes the managers manage organizations differently. Hence the researcher has attempted to find the different types of leadership styles and how the demographic factors of managers determine the effective leadership style of managers in Indian industries especially in the IT industries.

Objectives of Study

- To identify the leadership styles adopted by managers in select IT companies in Bangaluru.
- To examine the significant differences between leadership styles of men and women managers in select IT companies.

Hypotheses Tested

H_1: There are significant differences between leadership styles adopted by men and women.

Tools for Data Collection

Part one of the questionnaire consisted of personal data which were necessary for testing the relationship between leadership styles and gender, gender and the professional profile. In Part two of the questionnaire, the researcher has used the questionnaire developed by Berkley ministry style matrix (1995). The instrument consists of 40 items describing the attributes of one's personal leadership / management style. The instrument was tested by the researcher both for its reliability and validity. A five point scale was used to measure the instrument and the items ranging from 1 means 'Not at all true' 2 means 'Not true' 3 means 'Sometimes true' 4 means 'Fairly often true' and 5 means 'Always true'.

Methodology of the Study
Research Design

Descriptive design was adopted, which includes surveys and fact-finding questionnaires to describe the leadership/management styles adopted by men and women managers.

Pilot Study

A pilot study was undertaken by the researcher to find out the feasibility of conducting the study. To test the tool it was administrated the questionnaire on 30 IT managers. Based on this, the questionnaire was modified to suit the requirements of the

present study. To test the reliability and validity of the questionnaire, Cronbach -Alpha reliability test was applied and the result was 0.873. Therefore, it was found that the questionnaire used for the present study was reliable.

Sampling Technique and Size

The study covered Managers working at all levels in the leading 5 IT companies Bangaluru, constituted the population for the present study. The researcher selected 30 managers from each IT company from the list of managers provided by the company by using simple random sampling. To the selected 150 managers the questionnaire was sent through e-mail and the researcher also personally visited the IT companies wherever permission was granted. The managers were requested to fill up and hand over tool personally or send through e-mail/by post. The researcher was able to get back 120 questionnaires out of which 12 of them were found to be incomplete and which were rejected. Therefore the total number of respondents for this study was 108 from all levels of managers, of whom 64 were men and 44 were women.

Sources of Data

The nature of the data is both Primary and Secondary data. The primary data are collected through questionnaire from the respondents. The secondary data has been collected through, Books, published sources and company website.

Analysis of Data

Based on the data collected through questionnaire, analysis was carried out. The 40 attributes were regrouped into the four types of leadership/management styles namely (Autocratic) Commander, (Participative) Shepherds, (Authoritative) Maintenance, and (Delegate) Entrepreneurs managers. In order to find out the dominant style adopted by men and women and to make comparison possible, the composite score for each style of leadership/management was calculated. The type with highest score signals the dominant or preferred management style adopted by the men and women managers.

Statistical tools used for analysis of data

The collected data were analyzed by using SPSS. Correlation analysis was carried out to find out the correlations between four leadership/management styles and independent sample t-test was used to identify whether there is difference in men and women managers management styles.

Significance of Study

In a business organization, the top level managers/leaders are important because they act, emote and formulate strategies to supervise the fellow men to develop the business enterprises. The responsibility lies with business enterprises to have good and effective leaders or managers. Among the four resources required for the survival of business enterprises .i.e. Man, Money, Material and Time, it is a fact that human resource plays a vital role in determining the success of industrial sectors.In today's work place, when organizations are competing in global market place, the ability to motivate staff is mandatory. The study will bear the light to understand the concept of leadership, in particularly regarding men versus women advancement in the managerial task in Indian Information Technology (IT) Industries.

Limitations of the Study

Any research study has got its own limitations. The present study is not an exception to this. The following are the limitations of the study.

- The researcher chose only the four leadership styles as management style viz. Commander, Shepherds, Maintenance, and Entrepreneurs styles.
- The present study is limited to select managers IT/BPO companies in Bangaluru.
- The managers of IT companies usually work under heavy pressure due to day and night shift, hence the researcher was unable to meet every individual respondent in person.

Conceptual Frame Work

Berkley's (1995) ministry style matrix categorized management/leadership style into four separate styles, namely, autocratic, participative, authority compliance and delegate. Comparison is made between Berkley's management styles with two management theories of Managerial Grid and Situational leadership as mentioned earlier. Delegate (Entrepreneur) management/leadership style is equivalent to impoverished and delegating of Managerial Grid Theory and Situational Leadership. In this style, the manager assumes that workers are mature and have reached high levels of ability to accomplish a specific task. The manager/leader provides minimal support and direction. The second is the authority compliance (Maintenance) style of management/leadership, which is comparable to telling of the other two models respectively. The manager stresses more on production

behavior rather than relationship behavior. The third style is participative (Shepherds) management/leadership style, which is similar to country club of Managerial Grid and Situational Leadership theories, respectively. The manager of this style gives more priority on people relationship behavior than production behavior. Finally, the autocratic (Commanders) management / leadership style is equivalent to team management and selling of the other two managerial models. This type of manager is seen as high-task and high relationship individual. The manager prefers to use the directive interpersonal style to achieve the organization's target.

Analysis and Discussion

The analyzed data are presented in the form of one way tables, cross tables and summary tables. Furthermore statistical techniques like simple percentage, independent sample t-test and correlation co-efficient have been also adapted to test the differences and interrelationship. The following table explains the gender distribution of the respondents from various IT Companies in Chennai.

Gender and Organization of the Respondents

S.No	Name of the Organization	Gender				Total	
		Men		Women			
		Freq	%	Freq	%	Freq	%
1	Cognizant Technology Solutions (CTS)	12	18.75	13	29.54	25	23.15
2	IBM	17	26.56	09	20.44	26	24.07
3	WIPRO	09	14.06	08	18.20	17	15.74
4	e-Bay	11	17.19	04	09.10	15	13.89
5	HCL	15	23.44	10	22.72	25	23.15
	Total	**64**	**100**	**44**	**100**	**108**	**100**

Table no 1

The above table shows that out of the total respondents, 59.26 percent were men and the remaining 40.74 percent were women

managers. Among the total men managers 18.75 from Cognizant Technology Solutions (CTS) followed by 26.56 percent from IBM ltd. More than 23 percent of the men managers from HCL ltd., and only 14.06 percent are from WIPRO ltd. On the other hand nearly 30 percent of women managers are from Cognizant Technology Solutions (CTS) ltd. followed by 22.72 percent from HCL ltd. and 20.44 percent from IBM ltd. and only 9.1 percent from e-Bay technology Solutions ltd.

Leadership Styles Adapted By Men and Women Leaders

In order to find out dominant style adopted by men and women managers and to make comparison possible, the composite score for each style of leadership/management was calculated. The type with highest score signals the dominant or preferred management styles adapted by men and women managers. More than one high score among the four shows those managers have broad style 'repertoire' the capacity to utilize more than one styles. Based on the data collection, the analysis was made and the dominant style adopted by the managers is presented in the following table.

Table No 2 Leadership Styles by Gender of the Respondents

S.No	Leadership / Management Styles	Gender				Total	
		Men		Women			
		Freq	%	Freq	%	Freq	%
1	Commanders	17	26.56	07	15.90	24	22.22
2	Shepherds	08	12.50	10	22.72	18	16.67
3	Maintenance	12	18.75	06	13.63	18	16.67
4	Entrepreneur	16	25.00	09	20.45	25	23.15
5	Repertoire	11	17.19	12	27.27	23	21.29
	Total	64	100	44	100	108	100

The above table reveals that the management style of men and managers in IT industries. There is a marked difference between men and women leadership/management styles. The result shows that 26.56 percent of men managers tend to practice autocratic;delegate25 percent, authority compliance 18.75 percent, participative 12.50 % and 17.19% of men managers adopted Repertoire style of leadership/management. On the other hand, among the women managers 22.72 percent exhibit participativestyle of management followed by delegate (20.45%), autocratic (15.9%), authority compliance (13.63%) and more than one fourth (27.27%) of the total women managers exhibiting repertoire management style. The previous study Rasdi and Maimunah Ismail (2003) has shown that women managers are most likely to exhibit participative style and giving importance to relationship oriented than task oriented. Men managers in the IT sectors have exhibited autocratic (26.56%) and delegate (25%) management/leadership style. From the above data it can be concluded that more number of women managers exhibit repertoire leadership/management style than men managers which impliesthat women managers are adopted multi leadership style depends upon the situation.This finding agree with the study of Davidson and Burke (1994) that, women have different and even better skills than men for managing the demands of the changing workplace.

Difference in Leadership Style of Men and Women Managers

Recently, considerable attention has been paid to the possibility that women tend to approach leadership/management distinctively due to their different personal qualities and life experience than men. These differences may benefit organizations and helping them to achieve the greater flexibility required in an

era of increasing complexity. The present study has identified four leadership styles exhibited by men and women managers in the selected IT companies situated in Chennai. There are four major leadership styles have identified, such as autocratic, participative, delegating and Authority compliance. These four leadership styles may differ among the men and women managers. Hence the researcher has attempted to analyze whether there are significant differences in the mean values of leadership style demonstrated by men and women managers in the IT sectors.

- H_o: There is no significant difference of mean values between men and women with regard to leadership styles.

- H_1: There is significant difference of mean values between men and women with regard to leadership styles.

Table No 3 Independent Sample t-test for Management/Leadership Styles' Attributes Scores and Gender of the Respondents

Leadership Styles by Gender	N=108	Mean	Std. Dev	Std. error of mean	t. value	Df	Level of Sig
Commanders							
Men	64	34.50	6.881	0.623	0.480	106	0.631
Women	44	34.02	7.083	0.777			
Shepherds							
Men	64	33.89	6.705	0.607	1.168	106	0.244
Women	44	32.75	7.170	0.787			
Maintenance							
Men	64	34.34	6.010	0.544	-0.098	106	0.922
Women	44	34.42	6.394	0.702			
Entrepreneur							
Men	64	34.96	6.307	0.571	1.262	106	0.209
Women	44	33.78	6.895	0.757			

The above table shows the result of independent sample t-test to analyze the significant differences in leadership style demonstrated by men and women managers in Indian IT sectors. The independent sample t-test gives t-value for four leadership styles are 0.480 (autocratic), 1.168 (participative), -0.098 (authority compliance) and 1.262 (delegate) with the degree of freedom 106 give an assumed significant level for these leadership styles are 0.631, 0.244, 0.922 and 0.209 respectively. Since the level of significance for the four leadership styles namely autocratic, participative, authority compliance and delegate'are more than 0.05, the null hypothesis **(H_0)** is accepted. Therefore, it can be stated that, there are no significant differences in the mean values of leadership/management styles between men and women in IT sectors are demonstrating their leadership style in the same manner. The findings of this study agree with the study of Ferrario (1994); Wajcman 1996; Vilkinas and Cartan 1997 Vilkinas 1998 that there are no differences in men and women manager's managerial styles.

Major Findings
Demographic Profile
- More than half of (59.5%) of the total respondents are from the age group of 26-30 years. Nearly two third (65.6%) of the men mangers and majority (50.6%) of women managers were in the age group of 26-30 years.

- Among the men managers two third are unmarried and majority (60%) of women managers are unmarried.

- More than 50% of men and women managers have the family size of 1-3 persons and 44.9 percent have 4-6 persons.

- More than 40 percent of the total respondents were graduate and postgraduate holders respectively.

- Among the total men respondents more than 51 percent from urban areas and nearly half (47%) of women respondents were from metropolitan cities

Professional Profile

- Among the total men respondents nearly 56 percent had 6-10 years of experience and nearly half (49.4%) of the women respondents had 6-10 years of experience.
- Nearly two third (64.8%) of the men respondents had not started the career with managerial position and more than three fifth of (60%) of women respondents have respondents that they had not started their career with managerial positions.
- Among the total men respondents nearly half (49.2%) had below 5 years of experience in managerial position and more than half (56.6%) of the women respondents had below 5 years of experience in managerial position.
- Among the total men respondents more than one third (33.1%) were project managers and nearly two fifth (38.6%) of women respondents were team managers.
- Out of the total respondents, 59.26 percent were men and the remaining 40.74 percent were women managers.
- The findings of the present study showed that there was no significant difference between men and women managers with regard to the leadership/management styles.

Recommendations

Information technology (IT) industry is a knowledge based industry where good leaders/mangers are in great demand. The IT industries' can further improve the leadership qualities among leaders/managers to display effective leadership style and lead the organization successfully by means of adopting the following recommendations.

- In order to obtain efficient and effective administration, the IT sectors have to facilitate leadership training programmes for the men and women managers/leaders.
- Women managers in the IT sectors are most likely to adopt multi leadership/management styles (Repertoire) in the various situations. Therefore, the IT Companies have to improve this leadership/managerial ability among the men managers.
- India is being a fast developing country, especially in the field of information technology. However, the Indian IT industries were affected by the great recession in the year 2008. There is a great responsibility to elicit the IT sectors from the recession by creating a quality of leadership/management for leading the way for a greater development and transformation in future.

Conclusion

Without effective leadership it is difficult for any organization to function effectively. Leaders/managers of an enterprise determine the goals to be pursued. They set up an organization, which is appropriate for the accomplishment of the stated goals. A manager will be a leader only when he is

successful in influencing and motivating his/her subordinates to work enthusiastically and to accomplish the stated goals. An organization should have efficient and effective leaders/managers for the smooth functioning of organization to become successful.

Suggestions for Further Research
Further research is possible in the following directions.

- A comparative study on leadership/management styles of male and female managers in manufacturing concerns or service industries.
- A comparative study on leadership styles of managers working in private and public organization.
- A study on leadership styles of men and women entrepreneurs' involving entrepreneurial activities in the rural areas.

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