

IMPACT OF WOMEN LEADERSHIP BEHAVIOUR ON EMPLOYEES’ PERFORMANCE OUTCOMES: EVIDENCES FROM EDUCATION SECTOR

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ABSTRACT

Women are half the world’s population, receive one-tenth of the world’s income, account for two-thirds of the world’s working hours but are the owners of only one hundred of the world’s property. Women are at the heart of development process and participation of women in economic activities is essential not only for the individual development but also for the prosperity of households as well as for the economy as a whole. This research paper focuses on alluring attributes among women and its impact on employee performance outcomes in education sector in J&K State. Data of the study were gathered using purposive sampling technique through questionnaire. EFA and CFA were performed for scale purification & validation. Women leadership behaviour has a positive & significant impact on employees’ trust, absenteeism and conflict. In an ever-changing environment, women leadership behaviour provides supervision, direction and control in the education department that lead their employees to follow their leaders and achieve desired goals & job satisfaction. Women leaders adopt appropriate proportion of various suitable leadership behaviour for developing trust, confidence and high morale among employees that reduces employee conflict & absenteeism.

Keywords: *Absenteeism, Conflict, Employee performance, Leadership behaviour, Trust.*

I. INTRODUCTION

Leadership is an art, skill and knowledge of the leader to manage the group of people which are gathered under specific goals and prompting them to realise these goals (Oguz, 2010). Women leadership in education sector plays an important role in accelerating the progress of economy and has opened new doors of opportunity for women at various administrative levels. Leadership behaviour among women has significant impact on employees’ job satisfaction and organisational commitment levels in various service sectors (Chen & Silverthorne, 2005). Women tend to work better in complexity, are better listeners, emotionally intelligent and make a significant impact on different organisations by using their own behaviour of leadership. There seems to be a shift in the new management era towards more feminine styles of leadership emphasising connectedness and collaboration in public leadership, including highly visible positions. Women attributes of nurturing, self sacrificing, being empathetic, sensitive, compassionate, cooperative and accommodative are increasingly associated with effective administration. While these characteristics are inherent and valuable, women possessing the attributes of a good leader still face higher attrition and slower career mobility (Powell, Butterfield & Bartol, 2008; Amondi, 2011).

II. OBJECTIVE OF THE STUDY

- To examine the impact of women leadership behaviour on trust among employees
- To investigate the impact of women leadership behaviour on conflict among employees.
- To analyse the impact of women leadership behaviour on employees’ absenteeism

III. LITERATURE REVIEW

Women covers a large segment of the managerial talent across the globe, but their representation at top level positions in business and public administration is very low. The leadership prospect for women managers is a critical issue in gender equality and remains a researchable proposition. This research paper provides background information for clear understanding of different concepts and variables related to women leadership behaviour and its impact on employees’ performance outcomes namely, trust, absenteeism and conflict among employees. The integrated review of literature based on secondary sources on women leadership behaviour is summarised in tabular form (Table1).

Table 1: Summarised Tabular of Literature

Authors (Year)	Objective	Research methodology	Findings	Limitation/ Future research
Ali & Haider (2012) <i>Empirical</i>	Examined the impact of internal organisational communication on trust among employees.	143 employees (97 male & 46 female) of private banking organisation in Pakistan were contacted. Response rate was 100%. Regression analysis was used to test the hypotheses.	There exists significant impact of leader communication skills on trust among employees.	Empirical research could be conducted with more dimensions namely, decision making ability, motivation ability, team work etc.
Raman et al. (2008) <i>Empirical</i>	Identified various factors impacting leadership behaviour among Iranian women entrepreneurs.	128 Iranian women entrepreneurs from a diverse set of industries were contacted through interviews. Response rate was found to be 100%.	Results revealed that emotional intelligence and decision making ability were found to be the main leadership traits among successful women entrepreneurs.	Additional research could be conducted on other factors namely, role model, risk taking and motivational power of leadership behaviour.
Evans (2010) <i>Empirical</i>	Investigated leadership behaviours among women occupying top managerial positions.	Interviews were conducted with 12 women occupying leadership positions in	Women scored high in the fields of communication, active listening, emotionally	The sample size was limited and a more extensive survey might be conducted in the future.

		medium-sized companies in France.	intelligence, motivating others, more empathetic & more sensitive to their co-workers’ needs and producing high-quality work.	
Giri & Kumar (2010) <i>Empirical</i>	Analysed the impact of communication skills practised by women leader and resultant employees’ performance	Questionnaires were collected from 380 women participants at different levels of hierarchy in Human Resource Departments of various organisations in India. 95 participants from top, 95 in the middle and 190 participants were included in the sample size. The sample comprised of 86% male and 14% female. Regression technique was used to analyse the data.	Results revealed that communication skills practised by women leaders had a significant effect on employees’ performance. Further, it can be inferred that in Indian organisations, employees’ job satisfaction and performance were very much dependent on the leadership behaviour followed by women in the organisation.	Future research could take into account the impact of other leadership traits such as decision making, emotional intelligence, attitude etc. on employees’ job satisfaction and performance.
Wulandari & Burgess (2010) <i>Empirical</i>	Assessed the relationship between quality of communication practised by leaders and its impact on employees’ performance	Data were collected by distributing questionnaires to 250 (120 male and 130 female) full time permanent employees’ of Human Resource Department of an Indonesian state-own company and response rate came to be 67.2%. Correlation was used to analyse the data.	The results showed that there exists significant and positive relation between leaders’ quality of communication and employees’ performance.	The study is limited to single organisation only.

Hopkins & Bilimoria (2008) <i>Empirical</i>	Investigated the mean difference between male and female executives in demonstration of emotional and social intelligence competencies.	Questionnaires were distributed among 105 (30 female and 75 male) top-level executives working in financial services organisation in United States. Response rate came to be 100%. T-test was used to derive the results.	Result revealed that no significant mean difference was found between men and women executives in exhibiting their overall emotional and social intelligence competencies.	The study is limited to small sample size of women executives.
Kennedy & Anderson (2002) <i>Empirical</i>	Examined the impact of transformational leadership style on subordinate performance.	Questionnaires were distributed to 121 (58 male and 63 female) sales representatives of a global pharmaceutical firm located in Australia. Response rate came to be 100%. Structural Equation Modelling technique was applied for analysing the data.	Result showed that the transformational leadership style had a significant, but indirect affect on subordinate performance.	The study is limited to a single firm. In future, more firms across different sectors could be included in survey.

IV. CONCEPTUAL FRAMEWORK OF WOMEN LEADERSHIP BEHAVIOUR

4.1 COMMUNICATION

Communication is the transmission of information from one person to another or too many people, whether verbally or non-verbally. It is a vital part of human life and is also important in business, education and any other situations where people encounter each other (De Cremer, & Knippenberg, 2005).

4.2 MOTIVATIONAL ABILITY

Motivation is a driving force which urges a person to do or not to do something. Douglas (2012) regarded motivation as the sum of effort which people are eager to put in their work and depends upon the degree to which they feel their emotional needs will be satisfied. On the other hand, employee become de-motivated when they feel something in the organisation prevents them from attaining success.

4.3 EMOTIONAL INTELLIGENCE

Emotional intelligence is defined as the capacity of an individual to understand the emotions of ourselves and others (Mishra & Mohapatra, 2010). Women leaders are found to be rated higher than male leaders on measures of emotional and social intelligence (Golden & Veiga, 2008).

V. EMPLOYEES’ PERFORMANCE OUTCOMES OF WOMEN LEADERSHIP BEHAVIOUR

5.1 TRUST

Trust is defined as the expectations, supposition or confidence in another’s upcoming activities that will be beneficial and favourable in one’s interest (Singh & Gupta, 2013). Employee trust is the belief of an employee that arises within the organisation towards their leader which is based on commonly shared norms and mutual understanding. Moreover, trust of employees towards their respective leaders also influences the behaviour of employees at workplace, which in turn affects their satisfaction and performance (Tzafirir, Baruch & Dolan, 2004).

5.2 EMPLOYEE CONFLICT

Employee conflict is mainly associated with the major difference in ideas, beliefs and viewpoints relating to work related issues (Kim, Murrmann & Lee, 2009). In general, it is believed that employee conflict at work place arises due to unfavourable decisions taken by leaders, unhealthy interpersonal relationship among employees and executives (Karimi, 2008).

5.3 EMPLOYEE ABSENTEEISM

Employees are the assets of every organisation and employee absenteeism is the practice or habit of being absent at the work place (Chiok, 2001). Absenteeism is a situation when a person fails to come for work when he is scheduled to work. Absenteeism does not indicate the physical inexistence of an employee but also signifies the mental absence of the employees faced by the organisations in the modern world that resulted in employee turnover (Alarcon & Lyons, 2011).

VI. HYPOTHESES DEVELOPMENT

6.1 Women leadership behaviour and trust among employees

In today’s comprehensive and complex organisations, leaders and their employees have increasingly diverse responsibilities and they generally work & perform their duties interdependently with one another. Women leaders are the important key players of every organisation and have to play essential role in the attainment of organisational goals by creating a climate that would influence employee commitment, motivation, trust and their overall performance (Men, 2011; Driskell, Eduardo Salas & Joan, 2010). However, French & Bell (1999) empirically advocated that attributes of women leaders like open communications, clear roles, effective listening, motivation ability, equitable assignments, diversity and self-assessment significantly & positively influences trust among employees. A number of studies have also examined the effects of communication skills, effective decision making, motivational power, etc. on trust among employees (Hartog, Carbonell & Jonker, 2002; Tipu & Ryan, 2011). Therefore, it is hypothesised that:

H₁: Women leadership behaviour significantly affects trust among employees.

6.2 Women leadership behaviour and conflict among employees

Women leaders are vital human resource that contributes actively for the development of an organisation and society at large. Perceived leadership attributes among women have a direct impact on subordinate satisfaction and performance. Stress and conflict is a timely and important topic issue for organisational leaders. Highly conflict and stress-laden workplaces present challenges to organisational leaders as they are faced with the task of managing the workforce while concurrently maintaining commitment and morale. Women leaders themselves can often be a central source of reducing stress and conflicts among employees (Sosik & Godshalk, 2000). Lyons & Schneider (2009) found that cooperative attitude, communication skills, motivating ability and self sacrificing attribute in women managers helps subordinates to enhance their job performance by overcoming stress & conflicts and for achieving organisational goals. The above mentioned studies provide us with a base to assess the impact of women leadership behaviour on reducing stress and conflict among employees. Thus, the next hypothesis is:

H₂: Women leadership behaviour is negatively related to conflict among employees.

6.3 Women leadership behaviour and absenteeism among employees

Women leaders are expected to achieve stability by reducing complexity through better planning and counselling, solving problems using reductionist rather than holistic thinking which results in job-satisfaction among employees (Ashmos, Duchon, McDaniel & Huonker, 2002). An effective women leader recognises the importance of interactions, correlation and unpredictability among ensembles or aggregates of individuals. When leaders facilitate ‘correlation’ and ‘interaction’, they help others make sense out of what is happening, gave meaning to unfolding events and one to one communication with employees bring about increased employee retention thereby reducing turnover (Sandhya & Kumar, 2011). Thus, it is hypothesised that:

H₃: Women leadership behaviour is negatively related to employee absenteeism.

VII. RESEARCH DESIGN AND METHODOLOGY

7.1 Generation of Scale Items

Questionnaires were designed to measure each of the underlying variables of women leadership behaviour and its impact on employees’ performance outcomes. For the attributes of a women leaders, including communication (Carli, 2001; Barrett, 2006; Sheard & Kakabadse, 2007) having twelve items, whereas, motivation involves eleven items (Bass & Riggo, 2006; Yukl, O’Donnell & Taber, 2009; Itani, Sidani & Baalbaki, 2011) and emotional intelligence consisted of seven items (Chow, 2005; De Cremer & Knippenberg, 2005; Mishra & Mohapatra, 2010). An initial pool of eighteen items was developed to measure the employees’ performance outcomes. All items had a five-point Likert scale response. Five point Likert scale (5<--1>) where 5 denotes strongly agree and 1 denotes strongly disagree has been used for the sake of uniformity.

7.2 Data Collection

Questionnaires were distributed among 60 women leaders (HOD’s) working in public & private colleges along with their immediate male and female employees (60 each) in Jammu city of J&K using purposive sampling technique. The response rate came to be 100%.

IX. RESULTS

Before using the inferential analysis, the data has been assessed the reliability and validity of the constructs with the help of CFA. Composite reliability, convergent validity and discriminant validity were calculated for testing second order models (Table 2 & Table 3). Confirmatory factor analysis has been applied to confirm the scale validation as the items having low SRW value i.e. 0.50 were deleted. Firstly, the individual impact of women leadership behaviour on employees’ performance outcomes has been checked and then overall structural model is constructed for combined effect of women leadership behaviour on trust, conflict and absenteeism among employees.

9.1 Impact of Women Leadership Behaviour on Trust among Employees

In this hypothesised model, the impact of women leadership behaviour on trust is tested. The model fit indices reveals that model is moderately fit as $X^2/df= 4.262$, $NFI= 0.923$, $GFI= 0.912$, $AGFI= 0.909$, $CFI= 0.911$, $RMSEA= 0.064$. The results shows that there is a significant and positive impact of women leadership behaviour on trust among employees as the values of SRW is significant (0.88), $p<0.05$ (Fig.1). Hence, the hypothesis ‘*Women leadership behaviour significantly affects trust among employees*’ stands accepted. The findings of the study are also supported by the previous studies conducted by Hartog, Ferrer & Jonker (2002) and Kumarasinghe & Hoshino (2010) which stated that women leadership behaviour positively influences interpersonal trust & respect as the behaviour of the women leaders are imbued with communication skills, effective decision making, motivational power, etc.

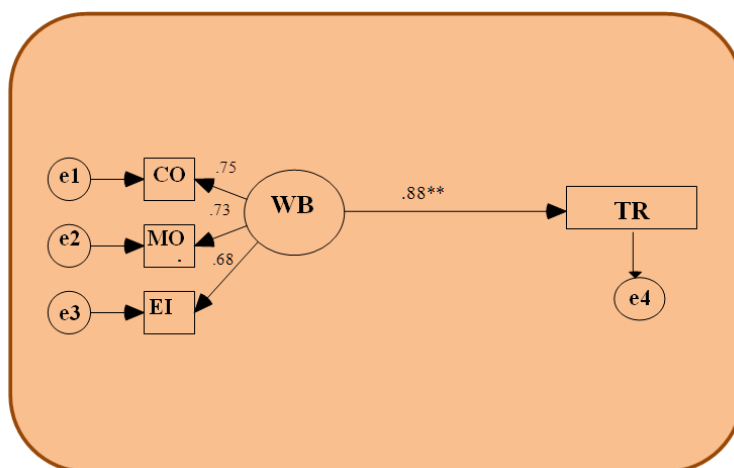


Fig. 1: Impact of Women Leadership Behaviour on Trust among Employees

Keywords: WB- Women leadership behaviour, TR- Trust, CO (Communication), EI (Emotional intelligence) & MO (Motivation) are the observed variables and e1- e4 are error terms.

9.2 Impact of Women Leadership Behaviour on Conflict among Employees

The SEM model examined the relationship between women leadership behaviour and conflict with fit indices $\chi^2/df= 4.794$, GFI=0.893, AGFI=0.922, NFI=0.975, CFI= 0.891, RMSEA=0.062 and provides a clear indication that women leadership behaviour significantly and negatively affect conflict among employees as the values of p-value ($p<0.05$) and SRW (-0.50) are significant. Hence, the hypothesis ‘*Women leadership behaviour is negatively related to conflict among employees*’ stands accepted.

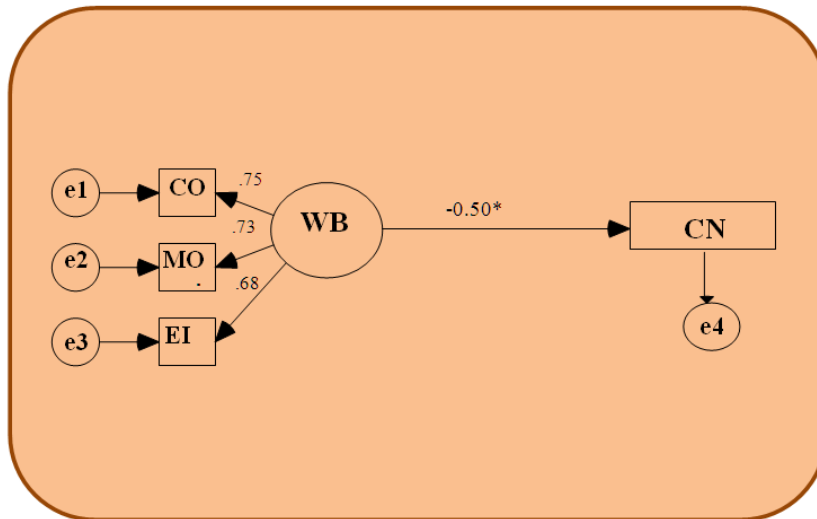


Fig. 2: Impact of Women Leadership Behaviour on Conflict among Employees

Keywords: WB- Women leadership behaviour, CN- Conflict, CO (Communication), EI (Emotional intelligence) & MO (Motivation) are the observed variables and e1- e4 are error terms.

9.3 Impact of Women Leadership Behaviour on Conflict among Employees

The model which reflects the relationship between the women leadership behaviour and absenteeism among employees exhibits moderate fit indices as $X^2/df= 3.212$, NFI= 0.916, GFI= 0.984, AGFI= 0.957, CFI= 0.942, RMSEA= 0.056 (Fig.3). Thus, the hypothesis ‘*Women leadership behaviour is negatively related to employee absenteeism*’ is accepted. The findings are line with previous studies conducted by Chughtai & Zafar (2006).

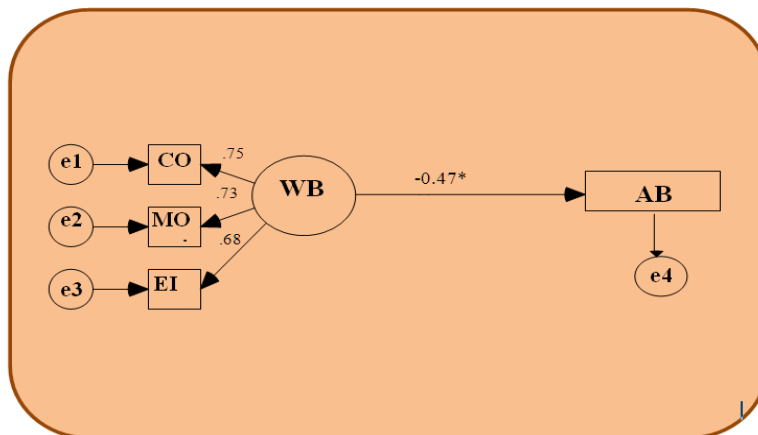


Fig. 3: Impact of Women Leadership Behaviour on Employee Absenteeism

Keywords: WB- Women leadership behaviour, AB- Absenteeism, CO (Communication), EI (Emotional intelligence) & MO (Motivation) are the observed variables and e1- e4 are error terms

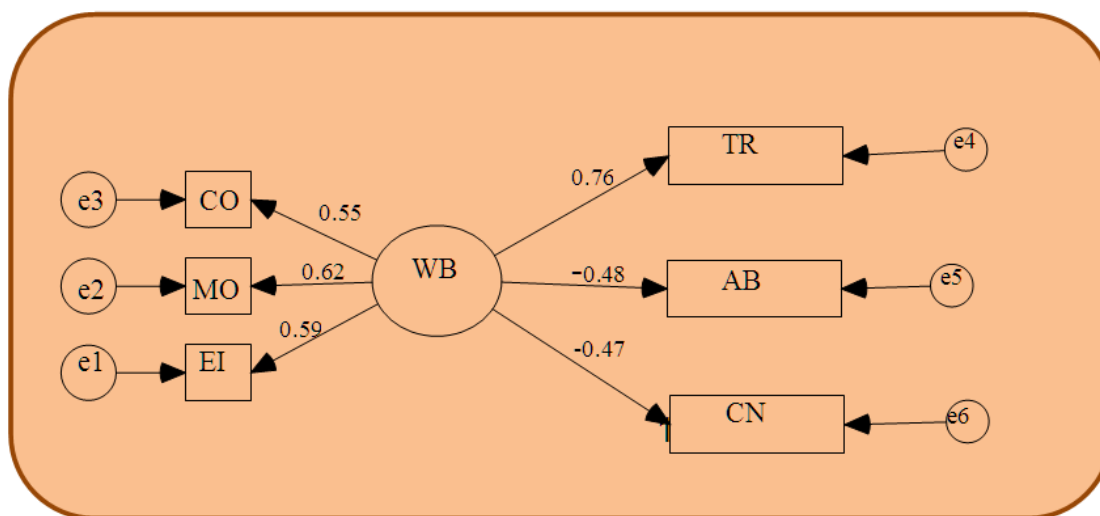


Fig. 4: An Integrated Model

Keywords: WB- Women leadership behaviour, CO (Communication), EI (Emotional intelligence), MO (Motivation), TR (Trust), AB (Absenteeism) & CN (Conflict) are the observed variables and e1- e6 are error terms.

X. DISCUSSION AND CONCLUSION

Women leadership behaviour is reflected through communication, emotional intelligence and motivation in education sector. The study also found significant but inverse relationship of women leadership behaviour with conflict & absenteeism of employees in this service sector. Women leadership behaviour significantly and positively affects trust among employees. Integrated structural model is also checked to re-establish the hypothesised relationships. There are 4 indicators which are included in the overall structural model and each predictor is theoretically related to the constructs respectively. Moreover, the exhibited structural model incorporate the various paths like, from women leadership behaviour to conflict, path from women leadership behaviour to absenteeism and last path from women leadership behaviour to trust. The research model attempted to investigate the impact of women leadership behaviour on employees' performance outcomes. The model fitness indices of the integrated structural model represents that the model satisfies all the fitness criteria i.e. $\chi^2/df= 4.863$, GFI= 0.874, AGFI= 0.911, TLI= 0.827, NFI= 0.849, RMR= 0.042, RMSEA= 0.057 (Fig 4). This indicates that women leadership behaviour has significant and positive impact on employees' performance outcomes. The result of first path represents that women leadership behaviour has significant and positive impact on trust among employees (SRW= 0.76, p=.000). The finding of second path exhibited that women leadership behaviour has negative impact on absenteeism as SRW= -0.48, p=0.000. The third & last path traced significant but negative impact of women leadership behaviour on conflict among employees as SRW= -0.47, p= 0.000.

XI. THEORETICAL IMPLICATIONS

The present research paper validated the scales practiced by women leaders namely, women leadership behaviour as well as measured the employees’ performance outcomes. Moreover, the research study also confirmed the significant impact of women leadership behaviours which comprises of communication, emotional intelligence and motivation on performance outcomes of employees viz., trust, conflict & absenteeism.

XII. MANAGERIAL IMPLICATIONS

Based on the findings, the present research provides knowledge about the various leadership behaviour practised by women leaders in education sector. Therefore, the study provides several implications for women leaders at executive level that will contribute to the egalitarian work place for women. Women leaders working in education sector should consider the suggestions and opinions of the employees for effective decision making which creates a sense of involvement, trust, and confidence among them. Women leaders also need to refocus their attention for providing current and timely information about company’s policies, procedures, etc. to employees so that they could contribute towards organisational development. Further, it is suggested that women leaders should recognise and appreciate good works of their subordinates, to motivate and stimulate them to perform better. Additionally, Women leaders often face the trade-off between family & work and are forced to take more leaves which set counterproductive organisational trends and hence it is suggested that the women leaders should take a lead in setting right organisational leave trend and work culture. Based on research findings, it is suggested that Women leaders should build an environment of optimism and zeal among their respective employees which boost their morale and inspires them to walk an extra mile towards the greater organisational objectives.

XIII. LIMITATIONS

The two major limitations have been observed in the study are:

- The sample of the study is limited to one service sector i.e. education sector.
- The present research study covered the limited outcomes of women leadership behaviour and cannot examine its impact on overall organisational performance.

XIV. FUTURE RESEARCH

The future research study needs to be conducted in other service sectors namely, banking, health care, education etc. Further, the present study investigated the relationship of women leadership behaviour attributes with limited outcomes like, trust, absenteeism and conflict. In future, these outcomes could empirically analyse as the mediator between the women leadership attributes and organisational performance. Lastly, this research study is based on feminine leadership analysis and the same study could be simulated with masculine leadership analysis perspective.

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Table 2: Reliability and Validity of Latent Constructs

S. No	Constructs	AVE	C R
1.	Communication	0.55	0.93
2.	Emotional intelligence	0.67	0.89
3.	Motivation	0.58	0.78
4.	Conflict	0.56	0.87
5.	Trust	0.63	0.77
6.	Absenteeism	0.68	0.76

Table 3: Discriminant Validity and Correlation Analysis of Latent Constructs

Constructs (AVE)	CO	EI	MO	TR	CN	AB
CO	0.55					
EI	.025 .157*	0.67				
MO	.047 .219**	.586 .766**	0.58			
TR	.033** .183	.352 .594**	.103 .321**	0.63		
CN	.022* -.151	.061 .248*	.013 .117**	.060 -.246**	0.56	
AB	.027* -.166	.665 .816**	.153 .392**	-.204 -.452**	-.166 -.408**	0.68

Note: Values on the diagonal axis represents AVE, squared correlation is given below the diagonal axis and all the values within parentheses represent correlation. *= p>0.05

Keywords: CO- Communication, EI- Emotional intelligence, MO- Motivation, TR-Trust, CN- Conflict, AB- Absenteeism.