

Women Leadership - A Study of Select Women Leaders in the IT Sector in Bangalore city

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Introduction

With globalization and rapidly increasing number of women constituting the workforce, women power is growing exponentially in all spheres of business. The changing scenario of employment for women in a globalized economy has given ample opportunities for women to showcase their talent as successful leaders. Women are transforming the tenets of business through their leadership acumen ensuring organizational growth and strategic success. There has been a steady increase in women's participation and involvement in leadership activities in business all across the globe, bringing with it a whole new perspective to the role of women as leaders and a change in the current thought process of corporates

This research study attempts to capture the essence of success of women leaders in the ever changing scenario of employment of women in a highly globalized economy. It challenges to think beyond numbers and examines what women actually do and aspire to do within and outside organizations. It seeks to confirm the view held by many gender scholars that women do bring a different perspective when compared to men in leadership positions and this precisely could be

the reason attributed to their success. Is this success related to the Emotional Quotient and Volition Quotient of women leaders and do these two components help them in achieving organizational effectiveness? Does family and home influence women leaders in carrying out their responsibilities at the work place and vice-versa. This study makes an attempt to capture the essence of women leadership success and the influencing factors for this success in the Information Technology sector.

Concept of Leadership

Leadership is considered the world's oldest preoccupation and has always been associated with legends & myths and larger than life stories. It evokes wide spread fascination among people. Harvard Business Review has published 500 plus articles since 1923, yet research on leadership remains and will continue to remain a fertile domain.

The concept of leadership remains a Pandora's Box. The much needed clarity on leadership is missing mainly because of its broad conceptualization. Certain traits are important to become leaders, however, mere possession of these traits are not enough and sufficient guidance to become effective and successful leaders.

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These traits need to be integrated into a bigger and broader idea base along with a deep understanding of the core characteristics of leadership to gain better insight about the meaning of leadership and what goes into it to be effective and successful.

Women, Work and Family

Feminization of employment is one of the most impressive developments of modernization in the last few decades. (Beck, 1986, Rubery et al., 1999) Women do a tight rope walk balancing family responsibilities, handling domestic chores in addition to managing a career and yet manage to succeed on both the personal and professional fronts. Present day women have caught up with men in education, training and employment. With more and more women getting employed, the spotlight has turned on to women leaders.

Women play a pivotal role in society and it is essential to enable them to adjust and overcome hurdles faced to avoid all kinds of adversities both at home and work to succeed as leaders. Given the situation, it is imperative to understand the nuances of women leaders in particular and the factors that make them successful. How women leaders succeed is of great interest and calls for an empirical enquiry to know and understand the trials and tribulations they undergo trying to balance their work, non-work and family responsibilities.

Women Leadership

The scenario for women leaders in India's corporate world, though small in number is changing for the better as the gender divide narrows and the glass ceiling is slowly disintegrating. There is a paucity of women leaders and women in senior management positions who could be taking up leadership positions later and thus it is the right time to address the issue of women leadership and encourage and support women to take up leadership roles. Across the globe, there are very few women corporate board members and the number varies from one to four across IT firms. Interestingly, from a social standpoint of view more women are desired in top management as they do affect positively the firm profitability. Women leadership is a delicate balancing act but women are capable of building an inclusive, collaborative and transformational work environment with leadership styles that are highly

effective and encourage individuals and organizations to flourish. However, the dilemma women face in straddling the two worlds of work and home for achieving success in leadership positions is to be given a thought and better understood in addition to the impact of Emotional Quotient (EQ) and Volition Quotient (VQ) in relation to Organizational effectiveness (OE), Decision making skills and Personal quality leading to success of a woman leader in IT. More specifically, there is a need to unzip the "success imperatives" of women leadership in the corporate world particularly in the IT sector where one finds a growing number of women being employed where they do exhibit the potential for excellent performance in leadership roles.

Kaleidoscope of Emotional Quotient, Volition Quotient and Organizational Effectiveness

For centuries, scientists have believed in the hardware powers of the brain without much significance being attached to the software powers of the heart. Only in the last decade or two, the realization on the importance of emotions has dawned. What provides an individual with the competitive advantage to succeed in organizations? Is it great intellectual ability or something to do with emotional intelligence and volition competencies? Studies reveal that intelligence may help reach the top but to stay put there and succeed one definitely needs a high level of EQ and VQ. So, it is good to be book smart but even better to be heart smart. Hence it is considered important to build on one's EQ and VQ to ensure good relationships and improve performance, both being essential ingredients for success.

Emotional Quotient - The concept of emotional intelligence (EI) brings a unique depth to the understanding of human intelligence and consensus is emerging that EI is a high voltage skill to be adapted in leadership to succeed. Daniel Goleman (2001) defines EI as the ability to recognize and to control one's own emotions and those of others. EI has been identified as a potentially significant construct in identifying relationship scales and decision making ability leading to organizational success. High EI leads to optimistic work attitudes and behavior which in turn leads to higher satisfaction and job performance along with team playing behavior of employees. EI of a leader

relates positively to trust and commitment in an organization and is known to up leadership success.

Volition Quotient - It is the ability or will of an individual to take the right decision with limited inputs or lack of inputs. Volition is essentially an intrinsic function, recognition thereof or knowing the indomitable will of the person and exercising the same for discovering the will of an individual. Everyone needs to convey feelings, desires and wishes to express their latent potential and volition is a latent human function that cannot be valued unless it is revealed. Volition means a sequence of mental actions that leads to making a decision. Volition includes components such as cognition, emotion, motivation, environment and influencing others, all of which have a distinct effect on managerial and leadership behaviors and are considered essential for leadership success.

Organizational Effectiveness - Leadership is not about "one-type-fits-all". Business or elsewhere, there is no doubt that a leader impacts and influences organizational effectiveness. James G. Bohn indicates that leadership or the way leaders behave has a direct relationship to overall perceptions of organizational effectiveness and how organizations will perform. Employees place faith and trust in their leader's capabilities, expecting the leader to provide a compelling vision of where the organization is heading; consistency in pursuing and achieving goals; clear & concise communication; team building and orchestration and a solid track record of excellent performance. Leaders, must thus have the ability to formulate a vision, plan for action, build and organize teams for implementation and help the organization to be effective.

Methodology

This research study is being carried out for four main reasons as the researcher wishes to enquire and understand the nuances of leadership of women in the IT sector -

One, by the year ending 2014, women included in the target group of research must have spent close to three or more years and above in the IT sector, and thus have had enough or adequate time on the job with

relevant experience to clearly articulate the underlying factors that led to their achievements as leaders - leadership style adopted, ideals, vision and challenges encountered in addition to the familial support received from the home front and last but not least a clear cut view of their future in the organization/sector.

Two, Women and Leadership together brings grace to the table top along with a range of challenges that are to be addressed to be effective and successful. There is a need to explore when and how women exercise power and what blocks their way to reach success after an informed and in depth analysis of the state of women on the personal and professional front.

Three, to know whether EQ and VQ have an impact on success of women leaders and to find what VQ offers to successful leadership in the face of the perils of exhibited bias and observed stereotypes and the present thoughts on the importance of women leadership and the "bang on & sure shot" strategies that enable women to succeed and reach the top.

Four, to know the imperatives of organizational effectiveness and thereby success of women leaders with the impact of family on their work place success. As mentioned earlier, though success influences further success, failure is perceived to be a precursor for more to happen. The environment, people, relationships, roles, styles, organizational & family nuances and the peer group may altogether make a composite influence on the performance of a woman leader which needs to be researched in-depth.

Research Objectives - Research has been published about women leadership and their leadership styles in abundance, but this study specifically focuses on the personal qualities or attributes of women leaders and the EQ and VQ competences in addition to the familial impact on effectiveness and success of women leaders. This study includes a demographic analysis and an assessment of the EQ and VQ of women leaders from some of the top companies of the IT sector in Bangalore city. The research objectives are crystallized as follow -

1. To identify and analyze the Demographic Variables leading to success of women leaders in Information Technology sector;

2. To identify and analyze the Psychographic Variables leading to success of women leaders in Information Technology sector;
3. To measure the Emotional Quotient and Volition Quotient of the target group &
4. To examine the relationship between Women leadership and Organizational effectiveness leading to excellent performance.

Background - The review of literature has enabled carve out the grey areas connected with studies on leadership. Most of the studies on leadership have concentrated only on male leaders and irrational conclusions have been drawn as though leadership is associated with only one gender. The gender effect can be measured by the fact that successful leaders have been able to succeed not only because of the decision making qualities they possess but also due to the support they may have received from their close associates and at times, even their family members. The review of literature pointed out the fact that no study has been done so far on the demographics and psychographics of women leaders. There are many women who have been successful and acknowledged as effective leaders and yet no in depth study has been done about their personality, leadership style and the camaraderie that led to their success both at the organizational and family level.

The present study enumerates design for research in this area in the backdrop of the problem statement and the review done of the various studies. The workplace success of a woman may be influenced by family environment and the vice-versa also could be true. Although success influences further success, failure is perceived to be a precursor for more to happen. The environment, people, relationships, roles, styles, organizational & family nuances and the peer group may altogether make a composite influence on the performance of a woman leader. The design of the study has the back drop of all possible influences that may lead a woman leader to succeed. Performance is a function of leadership relationships, structure, roles, regulations and effectiveness besides pro-activity, up gradation of technology, quality and ability of the human resources. This function is an endogenous setting. The exogenous

setting in case of women leaders is peripherally close to the family in the Indian context.

The role of women in the family as a wife, mother, daughter, sister and other social relationships influence her personality. In addition to this, a woman leader as an individual is perceived to be an entity consisting of three inseparable components - Intelligence; Emotion and Volition. The psychographic aspects of a woman are exhibited in terms of Values, Culture, Morale, Life style etc. The critical aspect of the personality is the assessment and evaluation of Emotion, Volition and Life style. The present study considers all the critical aspects associated with leadership and women leadership in particular. Thus, an operationally defined woman leader is the centrifugal point of this study. The study intends to analyze, describe and elucidate the role of women leaders and the factors that lead to their success. Utmost care has been taken not to glorify success. The purpose is also very clear in not having a gender biased view or a feminist orientation as conceived in the western world.

Research Gap - There are several studies on leadership. The range of studies are between several basic theories and testifications of these theories in real life. Several formulations of leadership are mainly concerned with the characteristics, types, formats and manifestations. Many theories move from transactional format to manifestation of leadership. While all these are applicable in real life, such studies are conducted only on leadership provided by men in particular. There are no studies on women leaders in various sectors as to how they coordinate their activities both at home and the workplace. The situation calls for a dual or composite leadership making home as important as the workplace. In Indian conditions, women leaders (not employees) treat the workplace on par with their place of living. The real question is that quality of leadership, that makes the organization and home, both places of growth, development and thereby prosperity. i.e., the traits and features of women leadership would be addressed in a sector (Information Sector) which exhibits signs of well-defined living and yet shows elements of discomfort as well.

There are sketchy attempts made to research success

of leaders more so women leaders who are now in the business landscape. Interestingly no study has been done on leadership manifestation based on relationships of IQ, EQ and VQ. All these critical coefficients have not been analyzed with respect to one to one relationship while some studies have been done on IQ with relationship to performance and EQ in relationship to performance, no studies are attempted on the role of VQ which can make an impact on performance. The grey area is much more evident in the women leadership landscape. The present study aims to examine the relationships between IQ, EQ and VQ and the relationships between these coefficients to performance of the organization and its reflection on family and camaraderie. The sector identified for the study is IT and the target group is Women Leaders. The universe of the study is Bangalore city which is the IT hub of India.

Problem Statement - Women, Indian women in particular, are enabling faster development of the economy. The study intends to examine the how's and why's of successful women leaders. The demographics & psychographics are likely to influence the success of women leaders in the work place as well as at home. The role of the organization, influence of the family & the peer group are researched in great detail. The goal is to demonstrate and share organized knowledge with the community and bring in more attention to the problems and highly valued methods of women leaders with the help of the results of the study. The intention is not to create problems and conflicting situations with the research investigation. The aim is not to strongly support feminism or deny and ignore differences between man and woman. The purpose is to evaluate the changing situation and role of women leaders in our society and economy. There are a number of assumptions, misconceptions and speculations about women leadership. The study seeks to either prove, confirm, deny or reject the existing misconceptions/assumptions/ speculations on women and women leadership. This study is innovative because it attempts to document and analyze women's perceptions besides the conceptualization of successful leadership and what "Making a Difference" actually means for women in leadership positions in the IT sector.

Purpose:

- To evaluate changing situations and role of women leaders in our society and economy.
- Seek clarification on illogical conclusions on women leaders and leadership without due justification.
- Seek to either prove, confirm or deny, reject existing misconceptions / assumptions/ speculations.

Goals:

- To demonstrate and share organized knowledge with the community.
- To call attention to problems, challenges and highly valued methods of Women Leaders with the help of the results of the study.

Intentions:

- The author has no intentions of creating problems and conflicting situations with the Research investigation.
- The study clearly does not aim to provide support to feminism or be in denial or ignore the inherent gender differences.

Data Collection Tools & Instrument Development:

The instruments of research were derived in four phases. A detailed check list was prepared based on the scope of research. The prepared checklist was validated and completed after several rounds of discussions with industry and fellow researchers. The instruments were designed in four stages.

In the first stage, a questionnaire was developed covering the Demographics and Psychographics of the target group. As many as sixty five variables were identified and the questionnaire was kept ready for the pilot study.

The IQ instrument was withdrawn and women executives were requested to make a selfassessment of their IQ level i.e., Notional IQ.

The second phase aimed at developing a questionnaire to assess the Emotional Intelligence of women leaders. It was found that there were numerous standard Emotional Intelligence questionnaires available. A standard and validated questionnaire on Emotional Intelligence assessment was finally selected for the

study which had fifty statement batteries covering all the five dimensions of Emotional Intelligence namely, Self-awareness; Self-regulation; Self - motivation; Social awareness and Social skills or Relationship Management. The selected instrument was used for the pilot study.

The third phase aimed at developing a questionnaire for measuring Volition. Several probes suggested that Volition Quotient Assessment has been attempted for measurement in clinical trials. {Source: Simon Forstmeier, Heinz Rueddel (2007)}. It was clear that there was no instrument to measure Volition Quotient under normal circumstances i.e. in a societal environment. The Volition instrument was developed for twenty five variables with seventy five statement batteries covering all aspects of volition. Three statements for each variable was developed for assessing the volition quotient of the individual woman leader.

The fourth phase aimed at developing an instrument for measuring the Organizational Effectiveness. Effectiveness that is viewed from the goal attainment approach of leaders, in particular, for women leaders. Ten dimensions were identified all purporting to measure

Personal and Organizational effectiveness of Women Leaders. Each of the ten dimensions had three statements all adding up to thirty statement batteries.

All statements were meant to examine the stability and consistency of the result in the pilot study. Fine tuning of Demographics, VQ and OE instruments for final field study done with requisite additions and deletions as per results of the two pilot studies done. IQ instrument withdrawn after the first pilot study and a notional IQ assessment by self was introduced in the Demographics and Psychographics instrument. A standard Emotional Quotient instrument that was found suitable was identified for assessment of EQ of women leaders; Final Demographics & Psychographics instrument VQ instrument and Organizational Effectiveness instrument were developed by the researcher. All the instruments developed and identified for the survey were checked for reliability.

Final instrument used for the field survey

It consists of four parts -

Part 1. Demographics & Psychographics Questionnaire. (DP 65 items)

Part 2. Standard Emotional Intelligence Questionnaire. (EQ 50 items)

Part 3. Volition Quotient Questionnaire. (VQ 75 items)

Part 4. Organizational Effectiveness Questionnaire. (OE 30 items)

The first part covers all the Demographics and Psychographic variables of women leaders. The second part is the instrument on EQ which is standardized and accepted for universal application as developed by Linac, UK. The VQ instrument has been developed to apply it under normal conditions of human psyche. There are only two studies wherein VQ is developed and tested under clinical conditions. The VQ instrument was pilot tested and appropriate corrections, editing and reformation of statements have been done. The Organization Effectiveness instrument was developed with a battery of ten components with three sub statements to check on the OE of women leaders. The field study for data collection was undertaken between mid-October 2014 and mid-February 2015 with sample size of 156 women leaders derived based on population size and drawn exclusively from the listed top IT firms of Bangalore city.

The Target Group or Respondents -

The Centrifugal point of this study is the operationally defined woman leader in the IT sector.

- Select Women Leaders working in IT & IT related firms of Bangalore with adequate tenure on the job i.e., more than three years of work experience.
- Well Qualified and experienced on the job; acquisition of skills in decision making and problem solving through education and training.
- Employed and Empowered in a position to take decisions in the areas of finance, human resource management, technology and all managerial decisions involving strategies, actions and other functional exercises.

The field study for data collection was undertaken

with sample of 156 women leaders drawn exclusively from the IT firms of Bangalore city. A Master Sheet for the mathematical computation of “n” prepared with fourteen criteria ranging from the year the IT firm was established, its market share in the sector to revenues and the % of women employees in the work force are taken into consideration.

Data Analysis and Interpretation

- **Data treatment; Reliability Analysis: Cronbach’s a; Identification of outliers.**
 - > Outliers identified.
 - > Examined all inconsistencies.
 - > Deleted incomplete data sets.
 - > Zeroed in on 156 samples.
- **Conceptual Relationship Analysis:** Demographics Vs. Emotional Quotient; Volition Quotient; Organizational effectiveness and Emotional Quotient & Volition Quotient
- **Listing of Tables** - One way; two way and multiple way tables.
- **Testing Hypotheses:** List of hypotheses; Sub hypotheses

FACTOR ANALYSIS

I. Factor Analysis of Emotional Quotient - Factor Analysis is done for the assessment of Emotional Intelligence to enable checking of the EQ effectiveness of women leaders in IT. The analysis has a KMO measure of sampling adequacy at 0.882 with χ^2 value of 5465.9 with results of high strength implications and as many as 12 factors that have been identified under Emotional Intelligence. These include the dimensions such as Self awareness; Self-regulation; Self-motivation; Social awareness and Social skills (Relationship Management). These 12 factors contribute to capturing 72.508 % of variations explained. It is noticed that all these dimensions together make an impact on the overall performance of the women leaders.

II. Factor Analysis of Volition Quotient - As many as 26 variables have been identified to examine some aspects of volition of a personality. These aspects range from Attention Focus to Conviction and Courage. In

order to get the consistency of results each variable is reflected through three statements which are validated in the pilot study. The K M O and Bartlett’s test of sampling adequacy is as high as 0.903 for a sample size of $n = 156$. This is further substantiated by χ^2 value of 12491.980 which is statistically significant at 0% level. The number of factors identified within these 25 variables are 15 in number covering 78.866% of the variations and those considered have an Eigen value of more than 1.0. The scree plot diagram is indicative of the influence of the first factor which captures 41.806 % of the total variation of all the 25 variables.

III. Factor Analysis & Correlation Analysis of Organizational Effectiveness

- The influence of women executives on organizational effectiveness is examined in the context of ten dimensional variables. The variables are with reference to organizational environment and Vision, Values, Culture, Morale, Communication, Working relationships, Family, Motivation, People Management and Leadership. All these will influence the performance of the organization. This requires an assessment of value base of women leaders with reference to value base of the organization. The sample adequacy test measured by K M O measure of sampling adequacy is as high as 0.926. The adequacy of the sample test by Bartlett’s test of Sphericity which is statistically significant at 0% level for a value of χ^2 at 5255.336. The principal component method was used to capture the no. of factors with appropriate extraction level. The analysis has led to identification of six factor components with a minimum Eigen value 1.00. All the six factor components has captured 80.320% of the explained variation across 30 variables.

REGRESSION ANALYSIS

1. Relationship of Demographics with Emotional Quotient Variables of Women Leaders Assessment of Emotional Quotient

- Employees deal with a variety of emotions, be it at home or in the organization. It is very important to manage emotions at the work place as it has ramifications of how people operate there. Emotion Quotient refers to the emotional awareness and emotional management skills which enables balance one’s emotions and manage the emotions of others. The EQ assessment is done on the basis of 5

dimensions - Self-Awareness, Self-Regulation, Self-Motivation, Social-Awareness and Social skills or Relationship Management. Emotional Intelligence is largely learnt and continues to develop as one grows and is generally conditioned by experiences in life.

1. EQ with Age of Respondent - The EQ variables are regressed on age. The regression model indicates a high multiple correlation coefficient $R=0.684$. In essence, age enables acquisition of experience, self-development, meeting requirements at the organizational level, pursuing goals, leading by example and to recognize the need for change and remove barriers wherever necessary in an organizational setting.

2. EQ with Education level of Respondent - The level of education of respondent and emotional variables have a strong relationship. The linear regression model has multiple coefficient $R = 0.704$. The best way to lead in organizations is to lead by example. People and situations can be handled with diplomacy and tact, and a climate of cooperation and friendliness can be arrived at with levels of education one has acquired.

3. EQ with Notional IQ of Respondent - The summary of results for establishing relationship between EQ and Notional IQ suggest that there is no statistically significant relationship between IQ and Notional IQ. Since Notional IQ is consistent for relationship the influence of some more variables may have been hidden. A detail study of relationship between actual IQ and EQ would facilitate recognition of some more EQ variables.

4. EQ with Experience of Respondent - There is a strong relationship between experience and EQ of the respondent. The R^2 value at 0.440 is an indication of the strength of relationship. Women executives seek ways to increase customer satisfaction and loyalty and the best way to lead in organizations as is known is to lead by example. The results highlight acquisition of special traits of EQ because of experience.

5. EQ with Total Annual Household Income or TAHI - The economic position in terms of TAHI influences EQ. This relationship is highly statistically significant. Any family with economic comforts would make efforts for keeping family environment, calm and

composed. Further, women executives exhibit concern for others and are sensitive enough to patiently listen to others and understand their viewpoint and strive to make other employees feel good, thereby increasing the morale of the workforce.

6. EQ with Educational level of Mother - The education level of mother and the EQ level of executive are correlated but not statistically significant. Women executives recognize the need for change and help to remove barriers encountered to bring about the needed change. The influence of the mother on executives to maintain extensive informal networks is observed and this helps in gathering information for better decision making thereby lead better.

7. EQ with Education Level of Father-in-law - The relationship between the executive and father-in-law exists but is not statistically significant. The social skill of recognizing the need for change and an attempt to remove barriers is drawn from the father-in-law of the woman executive.

8. EQ with Education Level of Mother-in-law - The impact mother-in-law makes on the daughter-in-law (woman executive) is substantial. The relationship is statistically significant. The value system of women executives in terms of building trust, reliability, ethics and authenticity are drawn from the mother-in-law. The trait of leading by example is influenced by the mother-in-law which is further supplemented by the recognition for the need to change and removal of barriers. The influence of the mother-in-law is great in providing a cooperative climate and promoting a friendly environment.

II. Relationship of Demographics with Volition Quotient Variables - Assessment of Volition Quotient - Volition is an ability or will of an individual to take the right decision with limited inputs. VQ is that number which recognizes the strength of the person dealing with issues of transactions, relationships and beyond in the presence of part or scanty information. Volition is more intrapersonal and is demonstrated in critical situations wherein success becomes a reality and moves to competitive and unexpected situations.

1VQ with Education Level of Respondent - The

influence of volition variables on the level of education of respondents suggest strong multiple correlation. The process of thoughtfulness is achieved by education. This will further enable decision making and reassessment of the decisions. The ability to recapitulate at the right time can be acquired by continuous learning. Sequencing of thoughts, activities and action is the result of acquisition of higher education.

2. VQ with Notional IQ of Respondent - The volition variables are regressed on notional IQ. The interpretation of this relationship is done with care because the notional values that we have derived are from the respondents. The relationship is statistically strong. This implies that family environment will help improve volition which will effectively be supplemented by IQ. The leadership at home will have profound influence at the workplace. The executive would visualize the organization where she works as an extended family wherein parenting, counselling, creation of harmony, environment for expression and all such will enable the functioning of the organization.

3. VQ with Experience (Years) of Respondent - People learn and acquire by experience. Experience and volition are highly associated. People learn, simulate and acquire traits of problem solving on the basis of the feel they have experienced at the workplace and home. There will be continuous assessment of learning while working and this will appropriately be reflected in managing problems. Thus, volition as a trait is acquired overtime and through experience.

4. VQ with Total Annual Household Income - The entire model is statistically significant however, observations are slightly auto correlated. Women executives develop better concentration on collecting relevant information and focus on tasks given. Acquisition of volition would lead to higher levels of self-activation. The ability to control one's self is more pronounced. The best way to acquire volition is by consolidating experience at home and the workplace and learn from them.

5. VQ with Education Level of Mother - The relationship between VQ and education level of mother suggests strong multiple correlation coefficient. Interestingly, the model is strongly statistically

significant but the errors are not auto correlated enabling us to support the interpretation of the model with D-W statistic. The strength of the relationship is with the way women executives face tasks at the workplace. The intensity of tasks will make them more activated. Though, the influence of the mother is strong, executives will not make changes so easily but can still perform in the workplace by promoting a collaborative leadership culture. All the traits of the mother are reflected on the basis of moral values such as trust and integrity. In essence an educated mother will help the daughter to acquire VQ by value based behavior, learning and help in solving problems at the workplace

6. Education level of Father-in-law - The impact of the father-in-law in acquiring VQ is not statistically significant as a model. The errors however are not auto correlated. The model of ANOVA is acceptable. Father-in-law will make influence on concentrating on work at the workplace and to facilitate perseverance on any issue that may come up. He is a proxy for the father of a woman executive and will facilitate the regulation of emotions and hence completion of task. The family environment will make the presence of both parents-in-law relax at home and the father-in-law in particular will help relaxation. Socialization in terms of joining community groups and facilitating strong leadership is influenced mainly by the father-in-law. The study suggests that the father-in-law and mother influence the executive because of the high credentials they would have acquired in their academics and career.

7. VQ with Education Level of Mother-in-law - There is no statistical relationship between educational level of Mother-in-law and the respondents. The multiple correlation between these two variables are high. The concept of involvement in achieving vision is derived from the efforts to get adjusted at home. Persistent communication with employees is similar to the relationship in communication with mother-in-law at home. The similarity is pronounced in a work situation. Efforts to build working relationships is in structuring a collaborative environment as reflected at the workplace. Clear evidences were available with reference to the effectiveness of women leaders drawn from home and the mother-in-law.

III. Relationship of Demographics with Organizational Effectiveness - Assessment of Organizational Effectiveness of Women Leaders

Organizational effectiveness constitutes the efficiency with which an organization is able to meet its objectives to produce a desired effect or an organization that is productive without any waste. Organizational effectiveness is about each employee doing everything well. In simple words, it is the capacity of an organization to produce desired results with minimum expenditure of energy, time, money, human and material resources, however the desired effect will depend on the goals of the organization.

1. OE with Age of Respondent - There is evidence of no relationship between age and organizational effectiveness. i.e., as age progresses amongst the group of women executives one cannot expect OE to improve. Although EQ & VQ improve with experience, age is a subtle factor not associated with it. There are, however, specific variables impacted by age. The mother makes an impact and influences indirectly on OE. There is strong influence in the formative ages which will make a person responsive at the workplace.

2. OE with Notional IQ of Respondent - There is a statistical relationship between Notional IQ and OE and it is strong. The observations are however, auto correlated on the lower side. The effectiveness of relationship with reference to IQ is in articulation of values of the organization. A woman executive believes that she is responsible for building a culture of performance. The ability to think right and making things happen is because of IQ. Motivation is another factor associated with IQ. Positive thinking and encouraging right behavior will make an organization more effective.

3. OE with Experience (Years) of Respondent - Experience is the best teacher, the more the experience an executive acquires, the more effective she becomes. All the OE variables manifest by experience. Sharing methods of performance with employees will lead to better performance. This openness lifts up the morale of employees in several ways. Organizational goal directed behavior coupled with motivation helps in achieving targets. Thus the variables which are acquired

through experience are in articulation of values, regular communication, building up of collaborative environment and organizational goal directed behavior.

4. OE with Total Annual Household Income of the Respondent - Money matters but not always. The realization of vision can happen only by grooming new leaders within an organizational setting. This should be supplemented by motivation exercises to facilitate goal directed behavior. The involvement of leadership with employees will make things move forward and happen. The effectiveness of an organization with reference to income is in grooming leadership to encouraging goal directed behavior and the involvement of leaders. Since money makes an influence on behavior of employees it will help groom leaders for future of the organization. Better income and great motivation would lead to better performance. Money alone will not lead to success but leadership will lead to be effectiveness of the organization.

5. OE with Educational Level of Father - A reasonably strong correlation exists between educational level of father and the woman executive interestingly, women executives inherit their values from father. This factor helps in impacting people for performance tasks. The values that the organization sets is on the basis of demonstrated values of the women executives at the workplace. Further demonstration of values will make the leader a "People person". This will lead to recognizing people as assets.

6. OE with Education Level of Mother - The education level of mother makes an impact but not as strong as that of the father in case of the woman executive. Parents in general help shape up work and leadership behavior amongst women executives. The clarity of vision and involving people to realize the vision will have its roots in the parents, more so with the mother. The education level of the mother does influence the woman executives. The articulation of values and the importance of it; the concept of family as a strong foundation for individual stability; engaging people to achieve the firm's objectives and facilitating them to change and the intrapersonal aspects are all drawn strongly by the mother while performance oriented task behavior is drawn from the father.

7. OE with Educational Level of Father-in-law - The father-in-law of respondent makes a strong influence on the daughter-in-law. He influences the executive on clarity of vision and facilitates achievement of organizational goals. Further, the values of an executive will get consolidated with influence of father-in-law. The importance of values in bringing about harmony in relationships is strongly evident. The ability to transform an organization and its environment will be because of strong influence of father-in-law.

8. OE with Education Level of Mother-in-law - Interestingly, in the Indian context, although strong multiple relationships exist between daughters-in-law and education level of mothers-in-law, the ANOVA model is not statistically significant. The inherited value of a "Special Dislike" for the mother-in-law could be one of the reasons for this complex relationship. Executives strongly believe in family orientation and consider it as the foundation for individual stability and success. It is noted that the strength of the family values is mostly emulated from parents and father-in-law by the women executives.

IV. Relationship between Demographics and EQ; VQ Assessment of Demographics and EQ; VQ of Women Leaders The simultaneous influence of emotional and volition variables on demographics is analyzed. This analysis pertains to those EQ & VQ variables which have made significant impact estimated earlier independently of EQ and VQ variables. The selection of the variables of EQ & VQ was based on $\alpha=0.15$ for pair-wise comparisons. The general hypothesis that is stated is that - EQ & VQ variables together influences the demographic variables at high levels of significance.

1. EQ & VQ with Age - The influence of EQ, VQ on age is statistically significant and all EQ & VQ variables are multipally statistically correlated. Although the relationship is significantly auto correlated on the lower side, the EQ, VQ variables are acquired as age progresses. The level of concentration and the ability to judge under changing situation are mainly acquired with age. In essence it is sequential documentation of emotions and happenings that will make a woman executive effective. Age has a positive impact on some of the EQ and VQ variables to be acquired.

2. EQ, VQ with Education level of Respondent - Formal education which is called the base education to qualify for a job and learning while on the job can be termed as education. Ultimately the purpose of education is to acquire learn and use it in the workplace and in life. The results show strong evidence of EQ & VQ being acquired by learning and helps in decision making. Further, education will help assess the correctness of the decisions made. It can be concluded that emotions and volition are acquired through education and can be managed effectively in the workplace.

3. EQ, VQ with Notional IQ - As the target group was not interested in making an assessment of IQ, the notional IQ of each woman executive was collected and analyzed. The analysis is done with care because of the self-inflated value recorded by the respondents. The overall model is reasonably multipally correlated. The explanation power of the model is poor however, it is compatible to linearity. As such, it is recorded that the relationship between EQ, VQ and the notional IQ is not established. Statistically strong relationships, however, exist between notional IQ and EQ of readiness to seize opportunities. The higher the EQ, the better the seizing of opportunities in the work place. Further, increase in concentration is acquired by people with higher EQ and that aspect is the focus on work which leads to better performance because of the IQ level.

4. EQ, VQ with Experience - Acquisition of emotional variables and variables associated with volition is a function of time. A woman executive acquires learning overtime and this will be consolidated in shaping up the personality for decision-making. The results of the study show a high correlation between EQ & VQ and experience. An executive who is more experienced will have better EQ & VQ. The variables are strongly multipally correlated. The emotions are appropriately managed along with the VQ variables i.e.an executive with appropriate blend of EQ & VQ can be successful because of the regulating and resetting of the mind to facilitate right decision making at the right time.

5. EQ, VQ with Total Annual Household Income (TAHI) - People with good annual household income are in a comfort zone in terms of the standard of living. There is a subtle relationship between income and

quality of life. People with high EQ & VQ along with high income improve quality of life by making efforts to regulate their emotions. The Indian family system supports such activities to help women executives regulate emotions at home and this will have its influence on behavior at the work place.

6. EQ, VQ with Education level of Father - The higher the level of education of the father, higher will be the influence and impact on the daughter. Women executives are generally influenced by the education level of the father. The results indicate that they acquire EQ and VQ over time by making the father her role model. As the father is a role model, the women executives think beyond the level within which they are expected to operate, means and ends match with women executive. Voluntary persuasion can happen under high levels of selfmotivation of the executive. The emotional and volition management of women executives are strongly associated with the educational level of the father.

7. EQ, VQ with Education level of Mother - No statistical evidence is observed in the influence of education level of the mother on acquisition of EQ and VQ of woman executive. The ANOVA model is not strongly statistically significant. There are, however, some traits which will influence the personality of a woman executive. The way women executives reflect on unpopular views without affecting harmony is generally derived from the mother. Parents generally influence their children and the educational levels of parents who do influence much more, make women executives do that much more in an organizational setting.

8. EQ, VQ with Education level of Father-in-law - The father-in-law does make a greater influence on the daughter-in-law than the parents do. The multiple regression model clearly evidences statistical significance on the influence of education of the father-in-law on the daughter-in-law. The ability to quickly react after a setback and initiate a correction process are mainly the influence of the education level of the father-in-law along with the internalization of core values by the group in supporting decisions. The tenacity to pursue goals beyond expected levels and persistence

of goals are mainly influenced by the parents- in-law .The best way of self-regulation by overcoming emotional stress and the ability to pursue roles and responsibilities are mainly from the father-in-law based on the model of behavior at home. The pleasant ways of voicing views is effectively communicated by levels of communication acquired at home.

9. EQ, VQ with Education level of Mother-in-law - Mothers-in-Law are considered at war & at command at home in Indian households. The relationship although appearing as discomfoting, the influence of mother-in-law at work place of a women executive cannot be ignored. There is a statistically strong relationship between EQ, VQ & educational level of mother-in-law. Four emotional variables & three volitional variables have made significant impact. Mothers-in-law make their daughters-in-law learn from experience in addition to reflecting their own experiences. The ability to make decisions thinking of new ideas to solve problems in the context of new information are acquired in association with the mother-inlaw. The problem facing capability is assured influence of the mother-in-law.

3. Key Findings of the Research Study

The research findings of the study consists of a detail analysis of demographic and psychographic variables. The relationship between response variables such as IQ, EQ & VQ have been analyzed & conclusions drawn after testing relevant hypotheses. ANOVA & Multiple Regression Techniques have been used with care. The robustness of the tests enabled the researcher to draw relative strengths & extract implications in the context of the study.

Some of the important findings of the study are as follows -

- The general profile of respondents are briefed thus: Average Age of women leaders is 28 years; Designations range from Team leads, Tech heads, Project leaders, Senior Report Analysts, Directors to VP's ; 82.7% are in age group 20-40 years; 2/3 married; average notional IQ is 132.5; 1/2 are post gradutes,1/3; TAHL is Rs.12 lakhs; Average Salary is Rs.7.5 lakhs; an average of at least two dependents at home & education levels of Parents & In laws are generally graduate & above.

- Working relationship with Boss is Harmony, Camaraderie, Cohesion & Submission in that order; while working relationship with Peer Group is Harmony & Camaraderie. The working relationship with the Bottom-line employees is Proactive (41%) & Responsive (34.1%).
- Maximum influencer on self is Family 40%, Experience 32.1% & Peer group 20.5%.
- Assessment of Perception of Boss: 49.4% say good, 23.7% claim very good & 4.5 % Excellent; Assessment of Peer Group: Nine out of ten can be relied upon; Assessment of Bottom line: One out of four is 'very good', one out of two 'good' & one out of five 'moderate'.
- Assessment of Performance & Goal Orientation-Team Achievement: 47.4% say 'very good', 37.5% say 'good'; Assessment of Performance & Goal Orientation-Personal Achievement: 80.8% claim 'good', 11.5% are moderate.
- Cooperation : Male Bosses are more cooperative, four out five peer group members are cooperative, male bottom-line people are more cooperative, male peer group are more cooperative(80%) & bottom line irrespective are more cooperative; Female bosses are not cooperative, peer group less cooperative & bottom line less cooperative.
- Social Values: 51.3% are 'good' at emulating social values,' 33% are "very good"; Learnt & Acquired Values from Organization to Family: 84.6% are 'very much'.
- Participation in ethnic group: 37.8% in a moderate way, one out of every three frequently; Participation in other Ethnic group: 39.1% of the participants in a 'good way' 10% in a social group.
- Interest in Festivals & Religious functions: More participation in their own ethnic group than that groups of others; One out of two participate in family functions.
- Liking for Western Culture & Wear: Likes western wear but not, generally, western culture.
- Interest in Arts: Out of two moderately interested, one out of four more interested & high interest in Art & Music.
- Formal Organization Activities: Every three out of four people participate; Participation in Public Activities: one out of two will participate.
- EQ: Higher self-aware, regulated, self-motivated, socially aware, better social skills & relationships.
- Volition: Task oriented, Attention, self-activation, self-corrective & critical (50%); cope well with failure, four out of five have strong family culture.
- Values of the Family are blended with organizational values.
- EQ & VQ: The relationship between EQ & VQ strongly established.
- OE: The foundations of organizational effectiveness are strongly associated with vision, values, culture and morale.
- OE: There is statistically highly significant correlation between women leadership and management of people in an organizational setting. It can be concluded that organizational effectiveness is high because of Vision, Values and Culture.

3.2 Policies -

- A strong policy oriented towards women and family needs to be designed. This policy should support the organizational environment.
- The policy of equal opportunity for women in all leadership positions need to be formulated.
- The contribution of women to the organization must be recognized in a social setting; a special policy of recognition needs to be drawn up.
- An extended version of women and family policy need to be extended to the spouse.
- Special career planning policy may be drawn up in the context of assessment of EQ & VQ of women executives.

3.3 Strategies -

- Since acceptance of a woman leader is not an issue in the Indian context, critical facilities need to be provided.
- A strategy of providing equal opportunities in their career need to be exercised.

- The strategy of work at home needs to be implemented under critical family situations.
- The said strategy must be extended to Spouse, Children, Parents and Parents-in-law in the context of an undivided or unified family.
- There should be a regular workshop and training service to take care of health and career of woman executives.

3.4 Suggested Actions -

- Every Organization in the Indian Context must evolve an action plan to facilitate effectiveness of Women Leaders.
- A unified meet of family members in organizational context needs to be organized. This is a deviant form of outbound sessions being conducted now.
- The spouse and children are to be recognized as extended family of organization to have a soothing effect at home.
- The concept of family wellness can be drawn to enable women executives be at home and in the organization.
- Training programs need to be evolved to eliminate Rajasic qualities of a leader and move towards a more Satvic behavior.
- An outlook program can be designed for introspection and self-correction.
- A training need that is evident from research is about allocation efficiency of time given to organization and family. Time wellness program can be designed and tailored to the needs of different categories of leadership.
- The stress on women leaders in the IT sector is similar to the stress experienced by women executives in governmental and non-governmental organizations including the Defence forces. Suggested actions can be appropriately fitted to the requirements of women executives.
- Stress buster programs can be designed to prevent emotional problems and increase volitional competency.

4. Conclusions

We are in the midst of a great revolution at present, when we talk of the women in leadership roles. Most women know the significance of how to listen, collaborate and influence changes besides building excellent relationships and taking the right decisions. Women Leaders in the IT sector aspire to set new trends, exercise influence, navigate required changes and build on new strategies for value addition with contributions to impact their families, communities and organizations. Research has shown that women bring a special brand of leadership which translates to superior financial performance, robust organizational growth and long-term sustainability. In keeping pace with the changes across the levels of leadership hierarchy, women leaders in IT pave the way for economic empowerment and development. Most women leaders think of long term consequences, drawbacks and benefits of the decisions they take in the organization. They are generally humility personified and strive for fairness besides taking responsibility and demonstrating integrity. They serve as role models for all their followers by internalizing values and translating it to actions. Women leaders “walk the talk”, because of which the level of trust, respect and likability generated amongst their followers increases. With this Indian women as leaders in the IT sector have turned the tide and have come a long way.