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Wisdom Leadership Approaches-An Empirical Study Of Indian Women Managers

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Abstract

The purpose of this study is to describe the type of leadership inherited by women managers across three sectors, namely Government, NGO and Corporate. Based on the review of literature, a Conceptual framework was derived for the study, understanding Theory T, WISE and Work life Balance among the women managers is the essence of this study. The paper focuses among these three, on what kind of linkages are prevailing and how these three constructs vary in the mentioned three sectors. This is an unexplored area for research and the analysis will be relevant to aspiring women managers and academicians.

Keywords WISE elements, Theory T, Work Life Balance.

I) Statement of the Problem

In order to take advantage of the growing opportunities in the field of leadership and   the challenges faced by the women mangers both at workand home, how do their WISE elements play vital role. Based on this, background, this study identified the research problem. From an extensive literature review, the critical areas for this study are described below.

"The purpose of the proposed study is to describe the type of leadership inherited by the women managers, across three sectors namely Government, N.G.O and Corporate Sectors and to what extent theory WISE helps to attain the work life balance among the working women mangers."

This is an unexplored area for research and the analysis will be relevant to aspiring women managers, policy makers and academicians.

II) Objectives of the Study

Following are the key objectives of this research study:

- To study the current leadership literature with respect to Women Managers.

- To what extent Theory T is practiced by women managers

- To study the linkage between Work Life Balance dimensions and Theory T dimensions.

- To study the linkage between WISE competencies, Work Life Balance and Theory T

- To make recommendations for development of the future women leaders

III) **Scope of the Study**

a) Measuring the Theory T, WISE and Work life balance of women managers

b) To know the difference in perception of all the constructs across respondents such as NGO, Corporate and Government

c) To know the relationship or linkage among Theory T, WISE and Work life balance

IV) Conceptual Framework and Hypothesis

Based on the review of literature a conceptual framework was derived for the study. Understanding Theory T, WISE and Work life balance among the women managers is the essence of this study. Among these three, what kind of linkage is prevailing and how these three constructs vary in three sectors viz. Corporate, NGO and Government.

The Null Hypothesis are as follows:

H1: There is no relationship between Theory T and Work Life Balance

H2: There is no relationship between WISE and Work Life Balance

H3: There is no direct relationship between Theory T and Work Life Balance and also WISE does not play as mediating between two constructs

H4: There is no significant difference of practice of Theory T, WISE and Work Life Balance across NGO, Corporate and Government employees

Fig 1.0 presents Mediation Analysis model

Mediation Analysis - Model
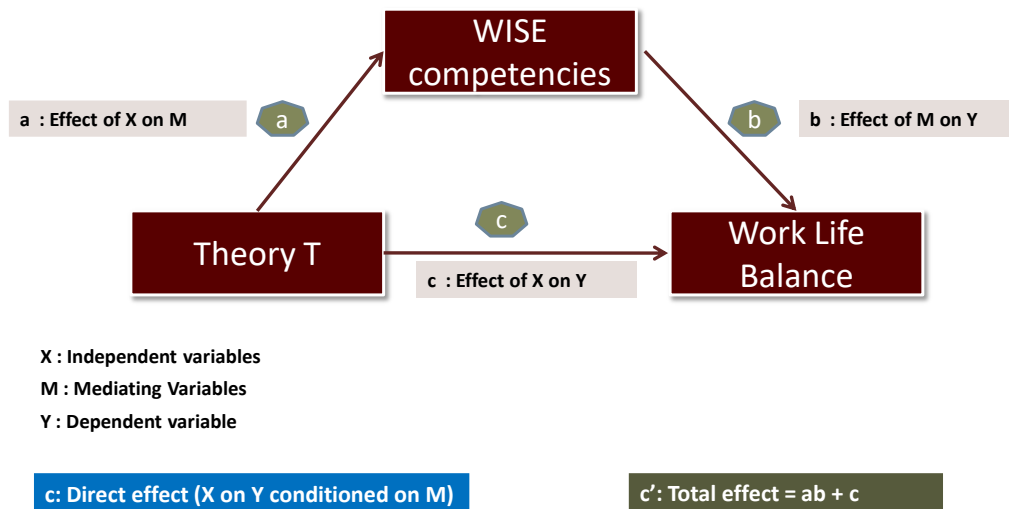
Fig. 1.0: Mediation Analysis Model for the Study

V) Instrument used in the study

Instruments used in this study have been identified on the basis of existing literature. Given the framework of the study, following instruments have been used:

1. Scale WISE

Wisdom Scale – Monika Ardelt 2003, Empirical Assessment of a Three-Dimensional Wisdom scale such as COGNITIVE DIMENSION, REFLECTIVE DIMENSION and AFFECTIVE DIMENSION, totally 15 items, all the items are measured using 5 points likert scale.

2. Scale T

Leadership style measures – Carloine H. Liu 2007, Transactional, Transformational, and Transcendental Leadership: Motivation Effectiveness and Measurement of Transcendental Leadership, totally 23 items, which are measured by using 5 point likert scale.

3. Work Life Balance Scale

Work Life Balance scale - Jeremy Hayman 2005 Psychometric Assessment of an Instrument Designed to Measure Work Life Balance, which contains 3 dimensions, namely, Work Interference with Personal Life, Personal Life Interference with Work, Work/Personal Life Enhancement. Totally 15 items, all are measured by using 5 point likert scale.

VI) Methodology

Based on the existing literature review, a model was developed. Based on the study, a model was developed. On the basis of model, a certain hypothesis was proposed and data was collected to test the hypothesis.

A)Sampling Plan

An understanding of the population of women managers allows researchers using smaller samples to ensure that they are representative, and to draw wider conclusions. Though the population is finite, due to constraints of resources and time, complete enumeration of the population by census method is not possible and therefore, a sampling approach has been used.

The study focused on the women managers, represented by Government organizations, N.G.O and I.T. sectors. Also these three are the most important sectors from the view point of women leadership, which the researcher believes and has therefore considered only these three sectors for the study. Study was restricted to Karnataka State and a sample of 300 women managers was drawn.

The sampling frame consisted of:

Inclusion criteria of women managers in N.G.O sector

1.   Only registered non-profit enterprises (NGOs) creating social value without profit motive.

2.   The non-profit may or may generate earned income.

3.   Social enterprises, which are in existence for at least for 3 years.

4.   Only Secular bodies focusing on social development issues such as education, healthcare, rural and community development were included

Inclusion criteria of women managers in I.T.Sector

Women managers from various Organizations of Bangalore were included in the sample. The women managers were having at least ten years of work experience and were working in the managerial capacity or had profiles similar to that. At times, they were not having the designation of a manager, but were having similar roles and responsibilities.

Inclusion criteria of women managers in Government sector

Women managers from various Organizations of Bangalore were included in the sample. The women managers were having at least ten years of work experience and were working in the managerial capacity or had profiles similar to that. At times, they were not having the designation of a manager, but were having similar roles and responsibilities.

B) Tools and Techniques

Data was gathered using structured Instruments as a tool. The questionnaire was designed based on the literature reviewed, case studies of select women managers and interviews with experts in the field. It covered varied dimensions that reflect empirical criterion of this research.

Description of the tool

The questionnaire had both open ended as well as close ended questions to gather specific and in-depth details to capture all relevant data as required by the study. Based on the title and objective of the study, the questionnaire contained 4 major parts to achieve the objectives of the research.

Part 1 – Contained the demographic and operational details of the women managers. This section also included the socio- demographic characteristics of the women managers consisting of age, annual income of the family, educational qualification and prior work experience.

Part 2 – The data regarding the factors Leadership style measures.

Part 3 – Measured the perception of the respondents with regard to various aspects of Wisdom Scale among the women managers.

Part 4 – Related to the perception of the respondents on Work Life Balance scale

Quality standards of the tool: Validity and Reliability

In order to reduce the possibility of getting imperfect results, attention needs to be paid to check the validity and measure the reliability of the tool during the pilot stage of the study and also final study.

Content validity

The validity of the content of the questionnaire was established by obtaining suggestions from experts from the fields. They included academicians, statisticians, women managers and leaders along with criteria check list for relevancy of the tool to the objectives of the study. The questionnaire was edited based on the results of the review, and the suggestions were aptly incorporated.

Pilot study

A pilot test was conducted to detect weakness in design and instrumentation. It also helped to determine the duration for the interview, evaluate the effectiveness of the structured questionnaire and to determine the method of statistical analysis. The questionnaire length, instructions to respondents, and anonymity were all considered in the final questionnaire design in order to generate a high response rate.

Reliability

The study contains various constructs and each construct should have permissible error of measurement in order to yield consistent results. There are two types of measurement error, one is systematic and other is random. The systematic error is to assess the internal consistency of the instruments. The consistency of the questionnaire has been assessed by collecting data from 100 social enterprises to check its reliability.
The reliability of scales used in this study was calculated by Cronbach's coefficient alpha and normally it ranges between 0 and 1. Reliability of all the constructs was higher than the acceptable level of a coefficient alpha above .6, indicating the scales used in this study were reliable. (Nunally, 1990)

The data has been analyzed by using relevant statistical techniques.

C) Plan of Analysis

Data collection
In order to accomplish the sample size, the questionnaire was administered personally through e-mails and online data collection based on accessibility to the women managers. The data was collected by the researcher with the help of simple random sampling.
Secondary data was collected from books, reports and peer reviewed literature. Magazines, newspaper articles, journals, Fact sheets and Web based resources like websites, online libraries, blogs and other sources.

D) Data Analysis

Data Screening to check for missing data and extreme values was done prior to analysis of the variables, in order to substantiate that only cleaned data is considered for analysis. After reviewing univariate statistics for extreme values of all the variables of social enterprises, data analysis was carried out.
Data Analysis Plan and Statistical techniques
Data is analysed using statistical software package such as SPSS 18 and also MS Excel 2007. In addition with descriptive statistics and frequency, to test the research hypothesis, various statistical tests are applied such as T Test, one way ANOVA, Correlation and Multiple Linear Regression, to assess the goodness of various constructs, Cronbach alpha was tested.   This entire statistical test provides a mechanism for making quantitative decisions about testing theory. The intent is to determine whether there is enough evidence to "reject" a conjecture or hypothesis. All the research hypotheses have been tested at minimum 5% level of significance.
Data analysis and interpretation includes the following:
Descriptive Statistics for each item on dimension wise and construct wise
Frequency distribution on demographic variables
There is relationship between Theory T and Work Life Balance, Correlation and Regression
There is relationship between WISE and Work Life Balance, Correlation and Regression
Though there is direct relationship between Theory T and Work Life Balance but WISE plays as mediating between two constructs, Mediation Analysis
There is significant difference on perception of Theory T, WISE and Work Life Balance across NGO, Corporate and Government employees, one way ANOVA.

E) Limitations of the study

The study is limited by the early stage of theoretical development in Women manager ship construct and related measures. Moreover, research is limited by the restricted sampling frame to Karnataka State. Since questionnaire data are self-reported, the study is also prone to bias.
Although an attempt has been made, it is not possible to evaluate, quantitative outputs and outcomes achieved by activities delivered by the women managers understudy. There is a possibility that socially acceptable answers may have been given by the respondents.

VII) Data Analysis and Findings, Conclusions, Implications, Suggestions and Directions for future research

Summary of tests for hypothesis

Based on the review of literature a conceptual framework has been derived for the study for understanding Theory T, WISE competencies and Work life balance among the women managers. Among these three, what kind of linkage is prevailing and how these three constructs vary in three sectors has been the focus of investigation.

The Null Hypothesis are given below:

H1: There is no relationship between Theory T and Work Life Balance

H2: There is no relationship between WISE and Work Life Balance

H3: There is no direct relationship between Theory T and Work Life Balance and also WISE does not play as mediating between two constructs

H4: There is no significant difference on perception of Theory T, WISE and Work Life Balance across NGO, Corporate and Government employees

Fig1.1 presents Mediation Analysis model

Mediation Analysis – Theoretical -Model

a : Effect of X on M
b : Effect of M on Y
c : Effect of X on Y

X : Independent variables
M : Mediating Variables
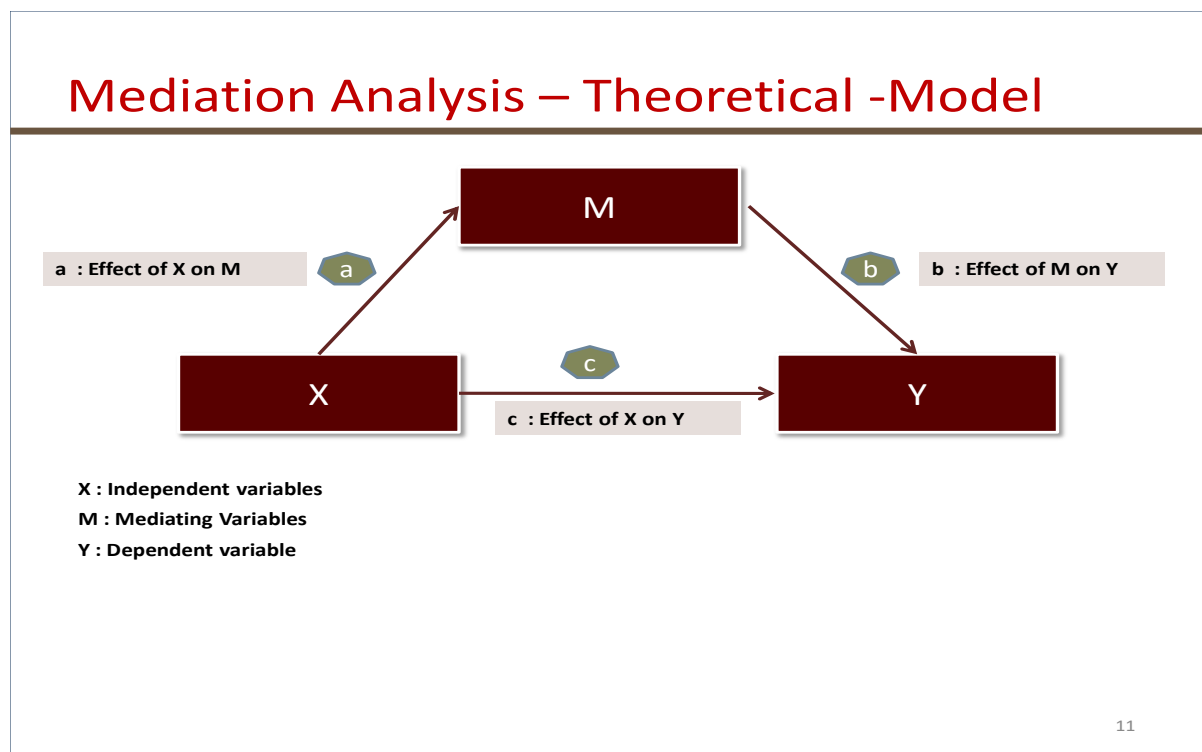Y : Dependent variable

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Fig. 1.1: Mediation Analysis

Objectives of the study as presented below have been met:

- To study the linkage between Work life balance dimensions and Theory T dimensions.

- To study the linkage between WISE competencies, Work Life Balance and Theory T

- To make recommendations for development of the future women leaders

Table 6.1 presents Outcome of the testing of Hypothesis.

Table 1.0: Outcome of Testing of Hypothesis

	INDUSTRY_TYPE				EXPERIENCE					Education		
	Overall significant	Govt	IT	Service	Overall significant	Less than 5 yrs	6 - 10 yrs	11 - 19 yrs	20 and above	Overall significant	UG	PG
		(A)	(B)	(C)		(A)	(B)	(C)	(D)		(A)	(B)
Transactional	Ho rejected	C>A			Ho rejected			C>D		Ho rejected		B>A
Transformational	Ho rejected	C>A			Ha rejected					Ho rejected		B>A
Transcendental	Ho rejected	C>A			Ha rejected					Ho rejected		B>A
Leadership Style Score	Ho rejected	C>A			Ho rejected			C>A		Ho rejected		B>A
Cognitive Dimension	Ha rejected				Ha rejected					Ha rejected		
Reflective Dimension	Ho rejected		B>AC		Ha rejected					Ha rejected		
Affective Dimension	Ho rejected		B>AC		Ha rejected					Ha rejected		
Wisdom Scale	Ho rejected		B>AC		Ha rejected					Ha rejected		
Work Interference With Personal Life	Ha rejected				Ha rejected					Ha rejected		
Personal Life Interference With Work	Ha rejected				Ha rejected					Ha rejected		
Work/Personal Life Enhancement	Ha rejected				Ha rejected					Ha rejected		
Work Life Balance	Ha rejected				Ha rejected					Ha rejected		

Testing of hypothesis has shown the significant difference between level of Industry type such as Govt., IT and Service across various constructs. Government employees have higher mean score in all type of leadership style such as Transactional, Transformation and Transcendental compared to IT and Service employees.

In terms of Wisdom scale, IT employees secured higher score compared with other two type of industry. However in cognitive, more or less all type of employees have secured same score.

In terms of experience, higher the experience higher the score for constructs, however, except Transactional and overall leadership, it is significant between 11 to 19 years when compared with less than 5 years. On other constructs there is not much significant difference.

In terms of education, PG holders have secured higher score than UG holders especially on leadership style score. However in other constructs, UG and PG does not make significant difference.

Fig 1.2 presents Mediation Analysis

Mediation Analysis - Model

Eqn 2			
R Square	Beta	t	Sig.
.019	.104	2.384	0.018*

Eqn 3			
R Square	Beta	t	Sig.
.038	0.487	3.427	0.001*

WISE competencies

Theory T

Work Life Balance

Eqn 1			
R Square	Beta	t	Sig.
0.060	0.466	4.635	0.000*
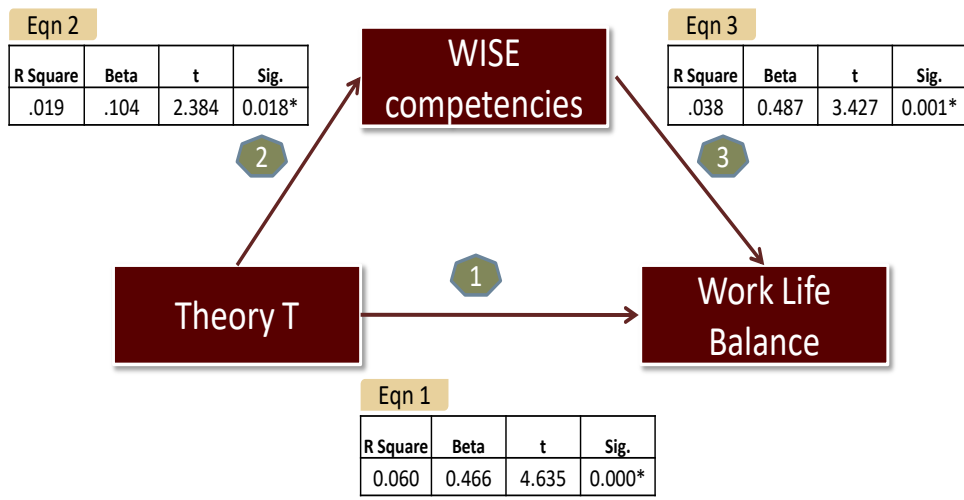
Eqn 1 : Work life Balance= a + b_1 * Theory T

Eqn 2 : Wise competencies= a + b_1 * Theory T

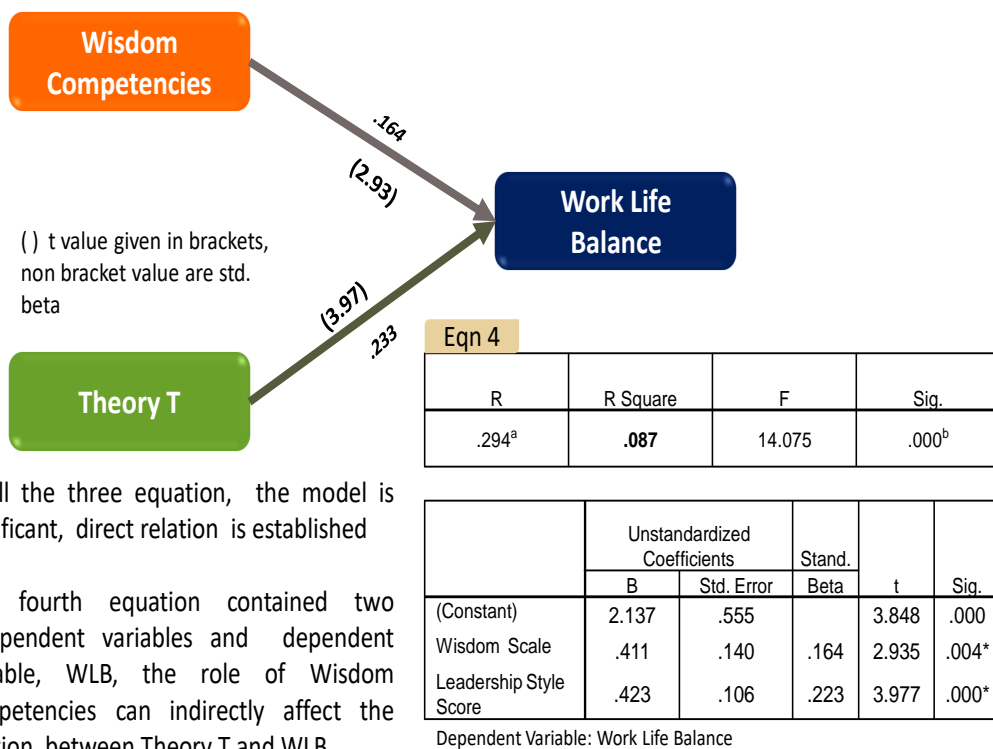Eqn 3 : Work life Balance = a + b_1 * Wise competencies

Eqn 4 : : Work life Balance = a + b_1 * Theory T + b_2 * Wise competencies

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 * 5% sig level

Fig. 1.2: Mediation Analysis

Fig 1.3 presents Outcome of the - theoretical Model

Mediation Effect

Wisdom Competencies

.164

(2.93)

( ) t value given in brackets, non bracket value are std. beta

(3.97)

.233

Theory T

Work Life Balance

Eqn 4

R	R Square	F	Sig.
.294[a]	**.087**	14.075	.000[b]

In all the three equation, the model is significant, direct relation is established

The fourth equation contained two independent variables and dependent variable, WLB, the role of Wisdom competencies can indirectly affect the relation between Theory T and WLB

	Unstandardized Coefficients		Stand.		
	B	Std. Error	Beta	t	Sig.
(Constant)	2.137	.555		3.848	.000
Wisdom Scale	.411	.140	.164	2.935	.004*
Leadership Style Score	.423	.106	.223	3.977	.000*

Dependent Variable: Work Life Balance

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Fig. 1.3: Outcome of the Theoretical model

VII) Conclusions

Major findings are as follows:

• Literature review indicates that women managers in India displayed qualities like Innovation, Anti-Benchmarking, Creativity, Futuristic orientation, Risk taking ability etc. These qualities are manifested in varying ways like Wise competencies, practise of Theory T and WLB practices.

• Leadership constructs has three level of leadership, namely Transactional (T1), Transformational (T2) and Transcendental (T3), among these three, Transactional (T1) style is highly related with Leadership constructs.

In similar way, Wisdom scale has three level namely, Cognitive, Reflective and Affective. Among these three, Affective is highly related with overall Wisdom scale.

Last construct is Work Life Balance, which has three dimensions, namely Work Interference with Personal Life, Personal Life Interference with Work and Work/Personal Life Enhancement, among these, Personal Life Interference with Work is highly related with Work life balance.

- Major findings based on testing of hypothesis indicated that Theory T or Leadership style and Work life balance are moderately related which is 24.5% and also it is statistically significant. In the similar way, there is 13.7% relation is existed between Theory T and WISE competencies. The third relation between WISE competencies and WLB is 19.5%. The overall relation between WISE competencies, Leadership style score and WLB is 29.4%.   Hence, study showed the outcome, that both variables WISE competencies and Leadership style joined can influence the Work life balance.
- In terms of demographic variable analysis, with respect to type of Industry, Leadership style has scored highly among Government when compared with other two categories. While in terms of Wisdom scale, IT categories score higher, in terms of Work life balance there is no statistically significant difference among the three employment categories.
- In terms of Age, all the three constructs do not have much difference in their score, however when age is higher score is also higher.
- In terms of Education, Leadership constructs have established significant differences between UG and PG categories of respondents. Especially PG respondents have displayed higher score as compared with UG. But in other constructs such as Wisdom and WLB may not have significance difference

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