Employee Perception towards Gender Based Leadership Style: A Notional Concept from Indian Organizations Context

Dr. Mahender Pal*

*Assistant Professor (Commerce), Department of Commerce and Management,
Govt. College, Bahadurgarh, Jhajjar (Haryana)

Abstract:

➢ *Purpose:*

The persistence of this research paper is to review various literature to explore the perception of employees towards leadership style on the basis of gender in India.

➢ *Design/Methodology/Approach:*

The study adopted the theoretical approach and centered on the interpretations and reactions toward perception of employees towards leadership style on the basis of the gender of the leaders. The findings of various research articles were taken into account for making interpretations.

➢ *Findings:*

No leadership style is ideal, rather, a good leader is one who can assess circumstances and select optimal approach while taking into account requirements of the team, organization, and individual. Employees believe that dedication is affective and leadership style is more transformational. Employee performance at work is influenced by the culture of the organisation, which is influenced by the leadership style. Employees in both public and private sector organizations have similar perceptions of leadership effectiveness competencies. In all industries, employees were very satisfied with bosses who exhibited helpful conduct. The ways in which leadership and subordinates/task qualities interact to shape a positive aging experience at work is crucial one. Further, the studies said that managers used a transactional leadership style based on contingent rewards. Employee perceptions of managers' genuine leadership were found to be positively correlated with their seeming honesty. Employee opinions of female managers' genuine leadership were inversely correlated with managers' networking skills, but not with those of male managers. What becomes crucial, instead, is how it is to identity affects how staff members view the leader's moral conduct. It has been shown that leaders have a direct and considerable impact on employees' intentions to stay, hence in order for these firms to succeed, leadership styles that encourage staff retention must be adopted. While empowering leadership had undesirable correlation with exhaustion and a optimistic correlation with engagement, directive leadership but with opposite correlation with both. Both new hire and company benefit from learning about the leadership and vision of the organization.

Employees felt that feminine leaders are competent in relations of their ability to communicate, make decisions, maintain personal integrity, and perform well inside the company. Since leaders generally found satisfied with conduct and attitude that leaders exhibit toward them in various scenarios. Disagreements between leaders and employees can occasionally found raised from unpleasant work-related circumstances as well as personal issues. In some cases, workers believe that female bosses are a little more devoted and effective. Nonetheless, they thought to be less cooperative in the public and private spheres. Employees now view their leaders based on their leadership abilities rather their gender since women have positioned themselves as effective leaders. The employees' favorable opinion of female leadership was substantially correlated with gender of the immediate superior. The majority of administrative staff members have seen female managers' leadership qualities favorably. Correlation between gender and attitudes toward female managers has also been seen and more positive opinions than men. Employees who work for female managers in both public and commercial enterprises have negative opinion of "women

leadership in general. However, there is requirement of in-depth study on the issue so that better result can be obtained in Indian organizations.

➤ *Research Limitations/Implications:*

The study examined various studies conducted on perception of employees towards the leadership style of male and female leader at the work place. However, these studies including many others areas would have added interesting insights into the findings on the subject issue.

➤ *Practical Implications:*

The findings pointed out the essential practices of knowing the perception of employees towards leadership styles in Indian organizations. A well expressed outcomes of the perception decides the type of the leadership at workplace in India.

➤ *Originality/Value–*

The present study contributes to the limited literature on knowing the perception of the employees towards leadership styles in India.

I. INTRODUCTION

Employees may perceive new workers in various ways, depending on factors such as the company culture, the personalities involved, and the onboarding process. Here's a breakdown of common perceptions:

A. *Positive Perceptions:*
- Fresh Perspectives: New workers can be seen as sources of innovative ideas and fresh problem-solving approaches.
- Team Strengthening: They may be viewed as valuable additions who will help share workloads and contribute to team success.
- Eagerness and Energy: New employees often bring enthusiasm and a desire to prove themselves, which can motivate others.

B. *Neutral or Mixed Perceptions:*
- Curiosity: Existing employees may simply be curious and want to see how the new worker fits in and contributes.
- Observation Mode: Some employees take a "wait and see" approach to understand the new worker's skills, attitude, and work ethic.

C. *Negative Perceptions:*
- Job Security Concerns: Some employees might feel threatened, especially if they fear competition for promotions or performance-based recognition.
- Disruption of Routine: Existing workers might worry about changes in team dynamics or having to invest time in training the newcomer.
- Cultural Mismatch: If the new worker doesn't initially fit into the existing work culture, this could create friction.

Employees perceive their colleagues at the workplace based on a combination of factors including work performance, communication style, personality traits, collaborative attitude, support offered, competence in specific skills, reliability, and overall demeanor; with positive perceptions often leading to increased job satisfaction, teamwork, and productivity, while negative perceptions can result in conflict, decreased morale, and reduced engagement.

D. *Key aspects influencing how employees perceive colleagues:*
- Professionalism: Consistent quality of work, meeting deadlines, and adhering to company standards.
- Communication -Skills: The capacity to give constructive criticism, listen intently, and communicate clearly and effectively.
- Teamwork: Willingness to collaborate, share knowledge, support colleagues, and contribute equally to projects.
- Positive Attitude: Optimism, enthusiasm, and a positive approach to challenges.
- Technical Expertise: Demonstrated proficiency in relevant skills and knowledge required for the job.

II. EMPLOYEE

Employees" are individuals who work for a company, organization, or individual in exchange for wages or a salary. They perform tasks or services under the direction and control of their employer, following agreed-upon terms of employment. Employees may have different roles, responsibilities, and levels of authority within an organization.

➢ *Employee Perception*

Employee perception refers to how employees view and interpret their workplace, employer, management, company policies, culture, and overall work environment. It influences their attitudes, motivation, job satisfaction, and performance. Employee perception can be shaped by personal experiences, communication from leadership, peer interactions, and organizational changes. For example, if employees perceive that their company values and rewards hard work, they may be more motivated. On the other hand, if they feel undervalued or mistreated, it can lead to dissatisfaction and lower productivity.

➢ *Employee Perception Towards Leadership Style*

Employee perception of leadership style refers to how employees interpret and respond to the way their leaders manage, communicate, and make decisions. Leadership style can significantly impact employee morale, devotion to the organisation, productivity, and job happiness.

III. LEADERSHIP

Leadership is the ability to guide, influence, and inspire individuals or groups toward achieving a common goal. A leader provides direction, motivates employees, and fosters a positive work environment.

➢ *Types of Leadership Styles:*

- Transformational Leadership – Inspires and motivates employees to innovate and grow.
- Transactional Leadership – Focuses on structure, rewards, and performance management.
- Autocratic Leadership – Makes decisions without employee input, maintaining strict control.
- Democratic Leadership – Encourages employee participation in decision-making.
- Laissez-Faire Leadership – Provides autonomy and minimal supervision to employees

➢ *Gender Based Leadership*

Gender-based leadership refers to how leadership styles, opportunities, and perceptions differ based on gender. It examines influence of gender on leadership effectiveness, challenges faced by male and female leaders related to leadership roles.

IV. EMPLOYEE PERCEPTION TOWARDS GENDER BASED LEADERSHIP STYLE

Employee perception of gender-based leadership styles refer to how employees respond to male and female leaders based on their leadership approaches, communication styles, and workplace interactions. These perceptions are influenced by personal experiences, cultural norms, organizational policies, and societal expectations.

V. REVIEW OF LITERATURE

In her bachelor's dissertation, Muninathan (2003) stated that the goal of the study is to ascertain how hotel administrative staff perceives the leadership qualities of female managers and the elements that affect that perception. According to the study, most administrative staff members in six hotels had a favourable view of the management qualities of female managers. Additionally, the study showed that administrative employees' perceptions of female manager leadership traits differ significantly and depending on their position and educational background, but they did not differ significantly based on their gender. The leadership traits of female managers and elements like coaching, etc., were seen correlated. In their 2007 study, Schmidt, S.W. & Akdere, M. found that before and after employee orientation training (both immediately after and one month after orientation), new hires learnt more about organisational vision and leadership. However, that perceived learning declined when looking at the time frame right after orientation to a month later. The worker was employed by the company on a daily basis during this time. Once a person started working, they stopped absorbing the lessons they had learnt at orientation. Both the new hire and the company benefit from learning about the leadership and vision of the organisation. Organisations might begin educating new hires on leadership and organisational vision during new employee orientation. It guarantees that all staff members are initially in agreement and get the same communications from the company about these subjects. Employers should take the initiative to educate new hires and potential employees about cultural concerns. Employers should also understand that this kind of training begins with employee orientation. One crucial setting for resolving these organisational concerns is new hire orientation training. However, once a new employee starts working, not all of the information they learnt during orientation remains with them. In her master's thesis, Bateman (2009) discovered that because of the benefits it can provide in work environments, coworker assistance has recently drawn more attention. It has been shown to help lower work-related stress and improve job satisfaction, both of which were seen as potential predictors of intention to leave. This study looked into how employees felt about their coworkers' support and how that affected their job satisfaction, stress levels, and intention to leave. Support from coworkers was seen to have a negative correlation with work stress and resignation intention and a positive correlation with satisfaction with work. The association between job happiness and intention to resign, as well as the relationship between work stress and desire to quit, were also thought to be moderated by coworker support. A survey measuring coworker support, job happiness, work stress, and intention to quit was filled out by the participants. Assistance from coworkers was found to have a substantial connection with both job satisfaction and intention to quit in approx. hundred employees in retail. However, there was no direct correlation between the two variables. This time, no moderating effects

were discovered. These results highlight how important it is for organisations to understand the value of employee support.

According to Goussak and Webber's (2011) research, the casino-gaming industry's growth makes it even more crucial to comprehend leadership styles due to economic challenges and competition. The purpose of this study was to look at how employees felt about managerial leadership styles in Las Vegas casino-gaming operations in relation to revenue development between 2000 and 2006. The employees who worked in casinos and casinos in Las Vegas said their managers led more transactionally than trans formatively. Additionally, income growth had little effect on how employees perceived their manager's leadership style. The average scores of the four transforming leadership components showed that workers did not consider their supervisors to be transformational leaders. According to the study's findings, employees of Las Vegas casinos who play games said their managers used a transactional leadership style based on contingent rewards. According to Sandhya et al. (2014), an exploratory attempt was made to test an integrated model that included thirteen leadership effectiveness competencies: creativity, self-motivation, technology use, problem-solving, planning and organising, communication skills, knowledge management, persuasion, change management, emotional intelligence, inspiration, people management, and over-all personality. The findings showed that perceptions of leadership efficacy abilities by demographic factors, including gender, remained unchanged including age group, seniority (present social position), work tenure and experience, and educational attainment. According to additional study, workers in both public and private sector organisations have comparable perceptions of leadership effectiveness competencies. It is also commonly known that, in the context of Indian manufacturing industries, all leadership effectiveness qualities are positively associated and equally significant. In conclusion, by assessing the connections between employee perception and leadership success competencies, this study advances our understanding of leadership effectiveness. In contrast, there has been minimal research on women's leadership. Hilal (2015) concentrated on the leadership of professional working groups with male leaders. Employee attitudes of female leadership are examined in this study. The study compares how men and women view female leadership and evaluates the leadership qualities (cooperation, efficiency, and affection) that are most closely linked to female leadership. The findings showed that the most frequently cited quality linked to female leadership was efficiency, which was followed by affection and teamwork. Furthermore, it was demonstrated that, in comparison to male employees, female employees had a noticeably higher degree of positive perception of female leadership. Lastly, the findings demonstrated a substantial relationship between the employees' favourable opinion of female leadership and the gender of the direct superior. There includes discussion of the findings' significance for both research and practice.

According to Hossain and Noor's (2016) research, women's standing in Bangladesh has changed over the past 20 years. Current female leaders in Bangladesh's governmental and business sectors have the opinion that qualifications, not gender, are the primary determinant of leadership acceptance. Women's roles in Bangladesh are evolving, and they are now actively participating in fields that are dominated by men. They labour with men in rural regions as well. The goal of the study was to ascertain how public and private organisations in Bangladesh differed in their views of women as leaders. According to the findings, women in Bangladesh hold respectable positions, and both public and private organisations have an unbiased opinion of women in leadership roles. Employees who work for female bosses in both public and commercial organisations have a generally negative opinion of "women leadership." Compared to private organisations, public organisations' replies were more dispersed. Perceptions of women leaders in Bangladesh are the same for both public and private organisations. In their research, Phoek and Tjilen (2017) found that both male and female employees' perceptions of female leadership initially followed community-trusted stereotypes. Primarily to the duration of employment and accomplishments of the female leadership, leadership is now evaluated on the basis of the leader's quality rather than gender by both male and female employees. Given the age and culture of change, which demands that people be more adaptable to the situation in order to accomplish their objectives, gendered nature has evolved into more flexible in the modern era. This is evident in the innate nature of gender, which is feminine-masculine. Employees' perceptions of female leadership styles are no longer the same as the stereotypes provided by the previous society. Male leaders are better at being assertive, but female leaders are better at being compassionate.

In their study, Sharanya & Himabindu (2017) examined how employee retention in IT firms is affected by transformational and transactional leadership styles. According to the report, Hyderabadi IT companies make a lot of effort to keep their current workforce. In order to improve staff retention and achieve organisational goals and objectives, senior management in IT organisations can benefit from this study by promoting transformational leadership. According to the research, leaders have a direct and considerable impact on employees' intentions to stay, hence in order for these organisations to succeed, they must adopt leadership styles that encourage staff retention.

According to Ullah *et al.* (2017), workplace support and employee motivation are positively correlated. Employee motivation and workplace support show that the majority of respondents fit into the same groups for both variables: low WS-low employees' motivation, medium WS-medium employees' motivation, and high WS-high employees' motivation. It was noted that several respondents with higher

WS also fit into the lower employee motivation categories, suggesting that there may be additional factors influencing employee motivation. None of the individuals with low WS, however, were highly motivated. The relationships between most of the variables demonstrate that WS and employee motivation are complex systems composed of many interconnected traits and components. His or her motivation would decline as a result of a poor opinion of the incentive policies, which may also affect how supportive the supervisor is and how prospects for career advancement are perceived. Cheung *et al.* (2017) examined the connection between workers' self-reported successful ageing in the workplace (i.e., ongoing attention, achieving objectives, positive relationships, occupational advancement, feeling safe, and flexibility and health) as well as their perceptions of their supervisor's leadership styles. In Hong Kong, 350 elderly Chinese labourers were hired. The results showed that perceptions of transformative leadership were favourably connected with all elements of successful ageing in the workplace. Perceived transactional leadership was linked to career advancement. All aspects of successful ageing in the workplace were inversely correlated with perceived laissez-faire leadership. Personal variables that can help older employees age well in the company include job designing, optimisation with pay approach (SOC), optimisation with selection, and negotiation of job changes. The successful ageing process of older people will undoubtedly be influenced by personal characteristics, but our research shows that organisational elements, like perceived leadership styles, also matter. But rather than concluding that leadership is crucial for successful ageing, we think this line of inquiry should be further developed by looking at other leadership philosophies. The support of leaders may not be required when job activities are somewhat well-structured.

In her study, Kulkarni (2018) discovered a favourable correlation between the percentage of contented workers and successful managers. In all industries, employees were very satisfied with bosses who exhibited helpful behaviour. The percentage of contented workers was higher for managers who exhibited supportive behaviour than for those who did not. Although there was a variation in the percentage for private and public sector banks, the percentage of contented workers for managers who exhibited supportive behaviour was noticeably higher than that for managers who did not. It was determined that "Managers Who Exhibited Supportive Leadership Behaviour Towards Their Employees were More Frequently Experienced a Higher Employee Satisfaction and Effectiveness in Work" based on the percentage of contented workers and successful managers. In their exploratory study, Danielsson and Theorell (2018) examined the relationship between office design and employees' perceptions of how it affects comfort, performance, and job satisfaction. Over 4,000 workers in seven distinct office layouts are included in the study. Since these elements may be connected to employees' workplace satisfaction, Relationships between workplace

satisfaction and the perceived availability of supported facilities (auxiliary locations for concentrated work and different gatherings) were also investigated. After adjusting for age and education, multivariate linear and logistic regression analyses were conducted independently for men and women. Additional correlation analyses between perceived access to supportive facilities and workspace satisfaction were conducted. The findings revealed variations in the workplace satisfaction of employees across the examined office designs. The lowest levels of satisfaction were indicated by those who rated their access to supportive amenities the lowest. Cell offices had the best results, whereas hot-desking offices produced the worst. Differences by gender were also noted. According to Mulugeta & Hailemariam's (2018) research, employees of public organisations in Dire Dawa city administration believe that transformational leadership is more prevalent there than transactional or laissez-faire leadership. This shown that leaders are more aggressive in their pursuit of greater potential, standards, trust, and dedication. The three sorts of attachment that employees experience are continuity commitment, normative commitment, and emotional dedication. Employees working for municipal administration's public organisation found attached to the organisation and want to stay there.

In his doctoral research, Wre (2018) discovered that government leadership styles are typically diversified, with a top-down, bureaucratic line of command. Some leadership ideologies can have a major positive or bad impact on workplace performance. Finding out how employees view styles of leadership that affect their performance at work was the aim of this descriptive phenomenological study. This study, which was guided by Bass's transformational managerial theory, looked at how a supervisor's leadership style impacts a worker's efficiency at work. Ten mid-level management staff members, ages 27 to 55, who were either presently or previously employed by a local government agency, participated in in-depth interviews that provided the data. Employee performance is impacted by the leadership traits and behaviours of supervisors. According to the four main themes, participants favoured the traits and actions of transformational leaders above those of transactional or laissez-faire leaders. Employee performance at work found influenced by the culture of the organisation and which has been influenced by the leadership style. The results indicated that a leader might evaluate how staff members view successful managerial approaches enabling to enhance their productivity at work by considering the implications for social transformation.

According to Varsshini's (2020) research, there is no one best style for effective leadership; rather, a successful leader is one who can assess the situation and select the best style while taking into account the needs of the group, the organisation, and the individual. Enhancing leadership training will require a thorough examination of the environment in which the

organisation functions as well as the determination of the leadership style that the company employs. Furthermore, because leadership styles have an impact on both employee performance and output, it is necessary to adopt effective and efficient leadership styles in order to improve organisational productivity, profitability, accountability, and employee performance. In her study, Jayasinghe (2020) discovered that the main goals were to determine how employee perceptions of leadership effectiveness, demographic characteristics, and leadership abilities were related to one another. The study showed that workers strongly believe female leaders were capable in terms of their choices, interactions, personal, and organisational effectiveness. Additionally, the study discovered that gender, age, specialised education, or period of service have no bearing on how effective female leaders were regarded to be. One of the most popular subjects in academics was the leadership, which is gradually covered in terms of leadership behaviours, leadership traits, and other leadership theories. However, studies on gender-based leadership seen rather uncommon and difficult to locate. Even though the study's fundamental research objectives may appear broad, the results can have a big impact on the global demand for research on female leadership. Mehmood *et al.* (2020) found that only seeming sincerity which involved taking advantage of opportunities to appear sincere was positively correlated with authentic leadership. It was difficult for employees to find accurate information on a manager's genuineness or sincerity. The socialisation of female managers, but not that of men in management, was unfavourably connected with employee perceptions of true leadership. A boss who frequently connected with powerful people in the organisation could be seen as self-serving and away from the work unit, probably going to be seen as dishonest. But the latter problem affected women more than it did with regards to males. In conclusion, political influence theory asserted that aggressive attempts to convince subordinates of managers' ostensibly serious acts helped both male and female managers be seen as legitimate leaders by their subordinates. On the other hand, excessive networking behaviour made it more difficult for female managers but not for male managers to be perceived as genuine leaders.

In her research, Nayeem (2021) discovered that the goal of the investigation was to comprehend the connection between sociodemographic characteristics and attitudes about female managers within the UAE workplace. The study revealed opinions towards female managers, especially in relation to educational attainment, age, and job experience. There is a correlation between gender and attitudes towards female managers, with women exhibiting more positive opinions than men. Gender was a significant factor in affecting attitudes towards female managers in the earlier studies. According to the data, women have a more positive opinion of female managers than men do, but it is clear that contemporary gender based staff did not cared who was their manager. The attitude towards female bosses and marital

status are significantly correlated. The fact that employees tend to keep their personal and professional life apart, regardless of whether they are married, divorced, or single, is one of the reasons our study did not discover evidence of this association. The attitude towards female bosses is not much influenced by marital status.

According to Gautam *et al.* (2021), employees' perceptions of the qualities linked to female leadership in Bhutan's business and governmental sectors were examined. It was evaluated using factors like affection, efficiency, and teamwork that are strongly linked to the qualities of female leadership. To characterise the research data and determine how male and female employees perceive female leadership, respectively, expressive and illative data were employed. According to the study's findings, workers believe that female bosses are a little more devoted and effective. They were thought to be less cooperative in the corporate and governmental spheres, nevertheless. Female employees gave female leadership much better ratings for all three qualities than did male employees. When employees report to a female immediate boss, perceptions have been found to be higher, and vice versa. Since only government and corporate entities provided the data, the study's conclusions might not apply to the entire country. Additionally, because of the study's design, there may have been instances of social desirability bias that compromised honest responses.

Rudolph *et al.* (2022) discovered that encouraging management had an adverse association with exhaustion and a beneficial relationship with engagement, whereas directive management had a positive correlate with both commitment and weariness. Interestingly, the researcher found that some of these associations were bidirectional within the individual, meaning that involvement predicts directing leadership and direct management predicted participation. These findings challenge assumptions about the directionality of the relationship between viewed leader and the welfare of staff and contribute to understanding as to how leadership views changed over a period of time. In their study, Fasbender *et al.* (2023) looked at the dangers and negative consequences of coworker friendships at work. The investigators argued that since employees experience inter-role conflict between their responsibilities as "friend" and "employee," which results in resource depletion, relations at work can lead to roughness towards fellow workers. They achieved this by fusing a dialectic perspective on professional interactions with an emphasis on self-control. According to the researcher, workers who have a greater level of workplace relationship self-efficacy are better equipped to handle these risks and consequences. Furthermore, the results showed that workplace friendships and incivility were positively correlated through inter-role conflict and the consequent depletion of resources. The indirect relationship between professional friendships and rudeness was mitigated by self-efficacy in friendships. There was evidence to support the idea that friendships at work can

moderate rudeness through resource depletion and inter-role conflict. Employees specifically started being rude to their coworkers instead of their buddies at work. Nevertheless, the moderating influence of self-efficacy in friendships at work was not replicated.

Magnanelli *et al.* (2024) discovered that, through views of moral leadership, a leader's maternal identity indirectly influences employees' decision to remain with the company. The finding that employees' retention intentions are not immediately impacted by maternal leadership identity shows that a leader's reputation as a mother is insufficient to encourage loyalty. What becomes crucial, instead, is how this identity affects how staff members view the leader's moral conduct. Owing to the whole mediation effect, employees who view their supervisor as a mother might additionally be more likely to view them as moral, but the true predictor of employee retention is ethical leadership. To put it another way, the leader's status as a mother influences their perception of the frontrunner's moral behaviour, which in try influences their longing to vacation, but it does not directly influence their retention decisions. The continuance of "maternity bias," which is a prejudice based on presumptions about a woman's volume to principal because of her actual or expected tasks as a mother, is a major obstacle for female leaders, particularly moms. This prejudice frequently leads to unfair treatment, including diminished career prospects and the presumption that mothers are less committed to their jobs. According to Todăriță & Miricescu (2024), the relationship between a leader and their employees must also be examined from the standpoint of their respective behaviours within the company. The way that leaders behave and treat their staff in various circumstances often satisfies leaders. Every person follows their interests at work, and supporters urge executives to take into account both their hobbies and their skills when allocating duties. Disagreements between leaders and employees can occasionally arise from unpleasant work-related circumstances or even personal issues. Regarding the daily input that staff members provide to leaders, this is excellent. Most team members say they provide the leader input every day to make sure they are doing their jobs right. The main thing that leaders know is what the team members want and how they want to grow inside the group. It was found that a sizable portion of respondents say that a positive work atmosphere and collegiality are the most inspiring aspects of their jobs. It's likely that someone is motivated in their work if their morale is good.

VI. RESEARCH GAP

A thorough literature evaluation, previous research books and a number of researches were consulted for finding the research gap. There are various studies related to perception of employees towards style followed by the leaders while dealing with employees work place. However, there not enough studies on this issue from Indian context and based on gender. The outcome of few studies conducted earlier describes that there is importance of studying the styles of leadership and what the workers think about their styles at work place in India. Therefore, there is gap in research. Accordingly, the very topic has been selected for studying perception of the employees towards the styles of leadership on the basis of gender of the leaders in all the areas in India for better results.

VII. RESEARCH METHODOLOGY

The primary goal of the study was to discuss about the perception of the employees about styles of leaders on the basis of their gender in India.
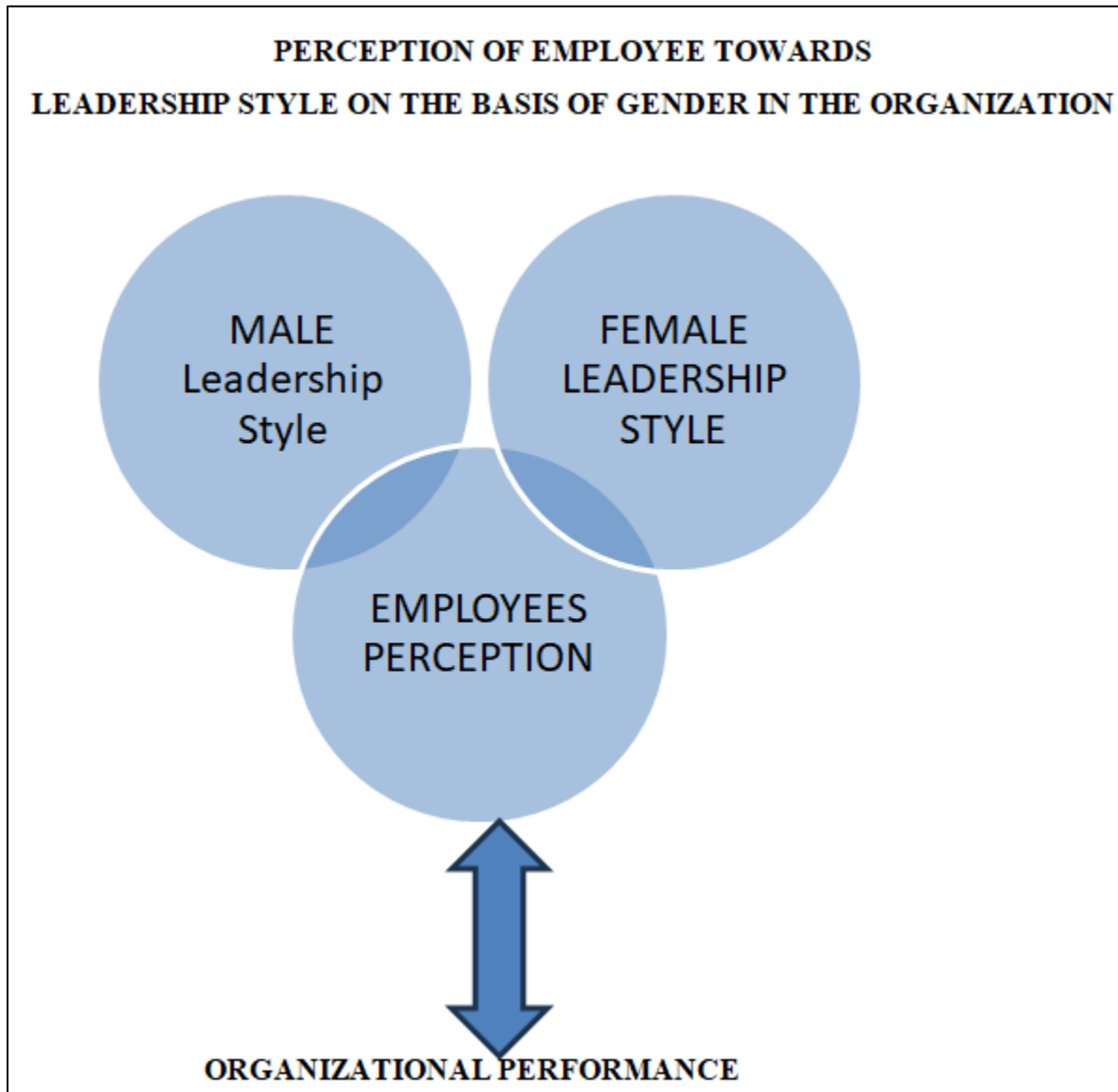
➢ *Objectives of the Study*
Accordingly, following objectives have been formulated:
• To Study Employee's Perception towards Leadership Styles on the basis of Leader's Gender in India.

➢ *Research Design*
Research design is called as blue print for a study which basically comprises of various techniques regarding how required information is collected by using an appropriate method of investigation and research efficiently. Since, the study is theoretical in nature, so the methodology used in the study is based on reviewing various research studies, articles, dissertations, thesis (published/unpublished), text books, reports by various authors, etc. Accordingly, interpretations have been drawn and conclusion has been made.

VIII. FINDINGS AND CONCLUSION

Fig 1 Developed by Researcher

Depending on their position and level of education, administrative staff members' opinions about the qualities of female managers and how administrative staff members see the leadership qualities there is no discernible gender difference (Muninathan, 2003). It's highly likely that new hires did not discover the leadership and organizational vision in their departments and units as outlined in the training course (Schmidt & Akdere 2007). Coworker support was found to be a moderator variable in order to comprehend the relationship between job satisfaction and intention to resign, as well as the association between work stress and intention to quit (Bateman, 2009). Four revolutionary management elements revealed that workers did not see their managers as leaders who transform. According to the study's findings, employees of Las Vegas casinos who play games thought their supervisors used a transactional leadership style based on contingent rewards (Goussak & Webber, 2011). The perception of leadership effectiveness competencies is the same for all demographic factors, including age group, gender, seniority/current position in society, job tenure/experience, and educational attainment. Employees in both public and private sector organizations have comparable perceptions of leadership success competencies (Sandhya *et al.,* 2014). Furthermore, it was demonstrated that, in comparison to male employees, female employees had a noticeably higher degree of positive perception of female leadership. Additionally, employees' favorable opinions of female leadership were correlated with the gender of the direct superior (Hilal, 2015).

Compared to private organizations, public institutions' replies were more dispersed. Perceptions of women leaders in Bangladesh are the same in both public and private enterprises (Hossain & Noor, 2016). There is a positive correlation between workplace support and employee motivation, with the majority of respondents falling into same categories for high employee motivation, medium employee motivation and low employee motivation (Ullah *et al.* 2017). Reported transformational management was favourably connected with every facet of successful ageing in the workplace and was linked to career advancement (Cheung and associates, 2017). It has been shown that leaders have a direct and significant impact on employees' intentions to stay, hence in order for these firms to succeed, they must adopt leadership philosophies that encourage employee retention. Himabindu and Sharanya, 2017). Employee Perception of Female Leadership Style Has Changed The gendered nature of today is more adaptable than it was in the past, which is consistent with life and values of variation that demand that people remain extra adaptable to the circumstances in order to accomplish their objectives. Male leaders found assertive, whereas female leaders seen compassionate (Phoek and Tjilen, 2017). Disparities in employees' workspace pleasure among the examined office designs were noted, as were relationships between apparent admission to caring amenities including auxiliary rooms for focused effort and various summits and workplace contentment. The lowest levels of satisfaction were indicated by those who rated their access to supportive facilities the lowest (Danielsson and Theorell, 2018). Employees of public organizations in Dire Dawa city administration believe that transformational leadership is more prevalent than transactional or laissez-faire leadership, respectively (Mulugeta & Hailemariam, 2018).

Employee performance at work is influenced by the culture of the organisation, which is influenced by the leadership style. A leader might evaluate how staff members view successful managerial styles that enhance their performance at work by considering the findings' effect on societal transformation (Wre, 2018). There was a favorable correlation between the percentage of contented workers and efficient managers. In all industries, employees were very satisfied with bosses who exhibited helpful conduct. The percentage of contented workers was higher for supervisors who exhibited supportive behavior than for those who did not According to Kulkarni (2018). A good leader is able to evaluate the circumstances and choose the most effective approach while considering the requirements of the team, the company, and each individual (Varsshini's, 2020). According to the political influence hypothesis, engaging in behavior that demonstrates managers' sincerity may assist subordinates by viewing both male and female supervisors as genuine leaders. High networking activity may prevent female managers, but not male managers, from recognizing an authentic leader (Mehmood *et al.,* 2020). Employees firmly feel that feminine leaders are competent in relations of their ability to communicate, make decisions, maintain personal integrity, and perform well inside the company. It was discovered that gender, age, level of education, or duration of service have no bearing on how effective female leaders found to be (Jayasinghe, 2020). There is a correlation between gender and arrogances toward feminine bosses, with women exhibiting more positive opinions than men. Gender was a significant factor in moving insolences toward womanly directors in the earlier studies (Nayeem, 2021). Workers believe that female leaders are a little more efficient and loving. They were thought to be less cooperative in the corporate and governmental spheres, nevertheless (Gautam *et al.* 2021). In each of the groups, female employees rated female leadership far better than male employees. Directive leadership was favourably connected with both engagement and exhaustion, whereas empowering leadership was adversely connected with weariness yet positively associated with enthusiasm (Rudolph and associates, 2022). The connection between a staff member and the boss must be examined from the standpoint of both parties' behaviour within company as leaders found happy with behaviour and attitude displayed towards them in a variety of situations. Disparities between leaders and employees can occasionally arise from unpleasant work-related circumstances or even personal issues (Todăriță & Miricescu, 2024). Friendships at work might result in rudeness toward coworkers because employees feel conflicted between their roles as "friend" and "employee," which drains their resources. Self-efficacy in workplace friendships mitigated the indirect relationship between incivility and workplace friendships (Fasbender *et al.,* 2023). The leader's status as a guardian influences their perception of the leader's ethical behaviour in relation to influence their desire to break, but it has no direct impact on their retention decisions. The continuance of "maternity bias," which is a prejudice based on presumptions about a woman's dimensions to go ahead because of her real or expected duties as a guardian found major obstacle for female leaders, particularly moms (Magnanelli *et al.,* 2024).

From the above, discussion it can be concluded that there is importance of studying the perception of employees towards styles of leadership on the basis of their gender in India as it has been cleared from the studies conducted by some of the Indian authors (Kulkarni, 2018 & Sandhya *et al.* 2014). However, there is requirement of conducting more studies in India to understand the perception of the employees towards styles experienced by leaders while discharging their responsibilities on the basis of their gender in a better way as out of total reviewed studies only two studies have been conducted in India.

Accordingly, Objective of the Study *"To Study Employee's Perception towards Leadership Styles on the basis of Leader's Gender in India"* has been achieved.

IX. RECOMMENDATIONS FOR FUTURE RESEARCHERS

After the discussion outlined above, it was found that one of the most important aspects of perception of employees with respect to styles experienced by male and female leaders at the work place in Indian organizations as well as in today's era of business. As a result, it is suggested to conduct more study on studying employee's perception towards the difference in styles of leadership on the basis of male and female leaders.

REFERENCES

[1]. Bateman, G. (2009). Employee Perceptions of Co-Worker Support and Its Effect on Job Satisfaction, Work Stress and Intention to Quit. *Master Dissertation. University of Canterbury.*1-61. Retrieved at https://www.core.ac.uk on 31.12.2024.

[2]. Cheung, F., Yeung, D.Y. and Wu, A.M.S. (2017). Employees' Perception of Leadership Styles and Successful Aging in the Workplace. *Journal of Career Development,* 1-15. Retrieved at https://www.sagepub.com on 31.12.2024.

[3]. Danielsson, C.B. and Theorell, T. (2018). Office Employees' Perception of Workspace Contribution: A Gender and Office Design Perspective. *Environment and Behavior.* 1–32. Retrieved at https://www.journals.sagepub.com on 31.12.2024.

[4]. Fasbender, U., Burmeister, A. and Wang, M. (2023). Managing the risks and side effects of workplace friendships: The moderating role of workplace friendship self-efficacy. *Journal of Vocational Behavior,143 (2023), 103875.*1-19. Retrieved at https://www.elsevier.com on 31.12.2024.

[5]. Gautam, K.P., Sharma, P.P. and Pradhan, M.S. (2021). Employees' Perception about Female Leadership in Government and Corporate Sectors: A Contextual Study of Bhutan. *Bhutan Journal of Business and Management*, *4* (1). 43-60.

[6]. Goussak, G.W. & Webber, J.K (2011). Employee Perception of Leadership Styles By Las Vegas Casino-Gaming Managers. *International Journal of Management and Marketing Research, 4* (2).

[7]. Hilal, H. (2015). Perceptions towards Female Leadership in Malaysia. *Academic Star Publishing Company*, *5* (5). 517–525. Retrieved at http://www.academicstar.us on 31.12.2024.

[8]. Hossain, T. & Noor, M.A. (2016). Perception Towards Women Leadership In Bangladesh: A Comparative Study Between Public And Private Sector. *International Journal of Economics, Commerce and Management United Kingdom, IV* (11). 319-328.

[9]. Jayasinghe, N.C. (2020). Employee's Perception of Female Leadership Effectiveness in The Service Sector in Japan: Case Study in Sayco Group. *International Journal of Education and Research*, *8* (9). 101-114.

[10]. Kulkarni, S.M. (2018). The Relationship Between Supportive Leadership and Employee Satisfaction: An Indian Perspective. *International Journal of Research in Business Management* (*IMPACT: IJRBM*), *6* (2). 13-20.

[11]. Magnanelli, B. S., Nasta, L., and Scicchitano, S. (2024): Motherhood and Leadership: Exploring Employee Perceptions of Female Leaders in the Workplace, *GLO Discussion Paper, No. 1535, Global Labor Organization (GLO), Essen,* .1-22. Retrieved at https://www.hdl.handle.net on 31.12.2024.

[12]. Mehmood, Q., Hamstra, M. R. W. & Schreurs, B. (2020). Employees' perceptions of their manager's authentic leadership Considering managers' political skill and gender. *Emerald Publishing, Limited Personnel Review, 49* (1). 202-214.

[13]. Mulugeta, A. & Hailemariam, E. (2018). Employees' perception towards leadership style and organizational commitment in public organizations. *International Journal of Scientific and Research Publications*, *8* (6). 354-365.

[14]. Muninathan, D. (2003). Employee's Perception Towards Female Managers Leadership Characteristics. *Bachelor Dissertation, Universiti Malaysia Sarawak*. 1-24. Retrieved at https://www.ir.unimas.my on 24.12.2024.

[15]. Nayeem, M.A. (2021). Employees' Attitude Toward Women Managers in the UAE: Role of Socio-Demographic Factors. *Journal of Comparative International Management*, *24* (2). 100-127.

[16]. Phoek, I.C.A. and Tjilen, A.P. (2017). Perception of Employees on Female Leadership Style (Case Study at Guess Inc. PT. Gilang Agung Persada Jakarta Indonesia). *International Journal of Research in Business Studies and Management, 4* (11). 1-7.

[17]. Rudolph, C.W., Breevaart, K., & Zacher, H. (2022). Disentangling Between-Person and Reciprocal Within-Person Relations Among Perceived Leadership and Employee Wellbeing. *Journal of Occupational Health Psychology*. 1-37. Retrieved at https://www.apa.org on 31.12.2024.

[18]. Sandhya, Singh, R., & Kumar, R. (2014). Employees' Perception Analysis towards Leadership Effectiveness Competencies in Indian Manufacturing Industries. *World Academy of Science, Engineering and Technology International Journal of Economics and Management Engineering, 8* (2). 575-582.

[19]. Schmidt, S.W. & Akdere, M. (2007). Employee Perceptions of Vision and Leadership: Effects of Employee Orientation Training. 1-6. Retrieved at https://www.files.eric.ed.gov on 31.12.2024.

[20]. Sharanya, T. & Himabindu, P. (2017). Impact Of Transactional and Transformational Leadership: A Study on Employees Perception Towards Employee Retention in IT Sector. *International Journal of Current Engineering and Scientific Research (IJCESR).* 4, (9).

[21]. Todăriță, E.T. & Miricescu, D. (2024). Analysis on The Employees' Perception of Leadership, In A Company with A Production Profile in Romania. *Land Forces Academy Review, XXIX*, 4 (*116*). 573-582.

[22]. Ullah, Z., Khan, M.Z and Siddique, M. (2017). Analysis of Employees' Perception of Workplace Support and Level of Motivation in Public Sector Healthcare Organization. *Business & Economic Review, 9* (3). 240-257. Retrieved at https://www.dx.doi.org on 31.12.2024.

[23]. Varsshini, D.I. (2020). A Study on Perception of Employees Toward Leadership Styles. *International Journal of Research in Engineering, Science and Management, 3* (2). 470-472. Retrieved at https://www.ijresm.com on 31.12.2024.

[24]. Wre, C. (2018). Employee Perceptions of Leadership Styles That Influence Workplace Performance. Walden *University Scholar Works. Doctorate Dissertation.* 1-150.