

Gender Role Orientation and Decision of Women Managers in Industries of Chennai.

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ABSTRACT

The main reason for gender inequality in leadership positions in India is the lack of identity and recognition of women leaders and their leadership behaviour. Many view managerial and decision making skills as more characteristics of men than women. There is a need to check whether gender-role orientation as a better predictor variable or not for decision making style of women in management. The main objective of this study is to explore the decision making style and gender role orientation of women managers. The study also investigates the association of decision making style between the gender roles. Descriptive research design was used to describe the gender orientation and decision making style of women managers. For determining the decision making style, Rowe and Mason's Decision Style Inventory (1987) has used. For gender orientation Bem Sex-Role Inventory (BSRI) has instrumented. The quantitative study has conducted among 241 women managers of different industrial sectors in Chennai which was selected by using systematic random sampling. The data was analysed by using univariate and bi-variate analysis and statistical techniques like ANOVA. It is found that women managers were using mixed decision making style i.e.: Directive, Analytical, Conceptual and Behavioural. Among that directive decision making style is predominantly exhibited by the women managers. Majority of the women managers were Androgynous and there is no significant difference between gender orientation and decision making style.

Key Words: Women Managers, Industrial Sectors, Decision Making Style, Gender Role Orientation.

1.INTRODUCTION

Involvement of women's participation in leadership and decision making in management is essential for the sustainable economic growth and social development of any country. Indian women are breaking the traditional image of women as a follower and establishing themselves as leaders who are able to become role models to their subordinates, get the job done most effectively and efficiently irrespective of men and women. (Priyanka Mittal, 2014). Many factors influence the success of leadership. One of the factors is their decision making style. Throughout planning, implementing, and evaluating daily activities, they are continuously making decisions. Evaluating the decision making style is important not only to assure the match between a woman manager's mental functioning and the features of the work tasks but also to make a manager aware of their own style. Claims have been made that women managers are unique as compared to their male counterparts in terms of style, orientation, power play, expected behaviour and success (Appelbaum & Shapiro, 1993). Gender role orientation of an individual always influence on their leadership and decision making style. There is always a stereotypical view that women managers are taking decisions based on their biological sex characteristics. In this paper the researcher tries to reveal the gender role orientation of women managers and their decision making style. It is also trying to explore the influence of gender orientation in decision making style.

Decision making Styles

Decision style is a habitual pattern that individuals use in the decision making process. (M. J. Driver., 1979). Rowe and Mason (1987) proposed a framework with four decision styles. (Mohammadi ,Hajiheydari, 2012).

Directive - Individuals with directive style tend to acquire information by sensing and prefer to receive brief reports with limited data verbally. Therefore, in receiving data they rely on individuals. In analysing information, they use intuition, experience and rules. Pure facts, rules and procedures are kinds of information that are most valued by directive individuals. Internal orientation in organization, high need for security and control, and having structured pattern in decision making are other characteristics of this style.

Analytical - Analytical decision makers are known for their careful examining of every aspect of the given problem by using large amount of data. As a result, not only are pure facts important for analytical managers, but also they make use of all kind of information from all available sources to make decision. A BI system which has better interaction with other systems and provides a better set of information could be helpful for this style in decision process. Evaluating information in this style is through abstract thinking based on number of data. Therefore, intuition decisions are limited. Innovation in solving problems, focusing on technical decisions and need for control is other aspects of this style.

Conceptual - Decision makers with this style prefer to acquire information by using intuition and discussion with others. They are known as creative and people-orientated. While making decisions, they focus on broad aspects of problem and solve it through providing many options by returning to multiple sources. They are known as risk takers and flexible decision makers.

Behavioural. Focusing on social concerns, supporting and communicating with subordinates, best characterize individuals with this style. In decision making process they receive information by sensing, listening, and interacting with others and analyse by using feelings and instincts. As they have low tolerance for ambiguity, they hardly take risk.

Gender Role Orientation

A person's sex-role orientation can be described as the extent to which he or she possesses characteristics of masculinity, femininity, or androgyny (and is separate from sexual orientation). Sex-role and gender-role are two terms that are often used interchangeably. (Encyclopaedia of Human Relationships, 2009). A person's sex-role orientation can be described as the extent to which he or she possesses characteristics of masculinity, femininity, or androgyny. The term androgyny comes from the Greek word andr (man) and gyne (women). The concept of psychological androgyny implies that it is possible for an individual to be both compassionate and assertive, both expressive and instrumental, both feminine and masculine, depending upon the situational appropriateness of these various modalities. And it further implies that an individual may even blend these complementary modalities in single act. (Buddhapriya.1998.P.23, 24)

2. REVIEW OF LITERATURE

Women Managers and Decision Making Style

Caprino (2016) suggested that women don't rely on intuition more often than men. When common saying is that women decide on intuition they are meaning that women make their decisions based on some strange feelings, on some inner sense. But research showed that women are just as data-driven and analytical as men, if not more so. In a 32 study with samples showed that how men and women thought about a problem or made a decision, 12 of the studies found that women adopted an analytical approach more often than men, meaning that women systematically turned to the data, while men were more motivated to go with their gut, hunches, or intuitive reactions. The other researches found no variance among men and women's rational styles. Not a distinct study, not one, found that women have a habit of to be more intuitive in their decision-making styles. So a strength women bring to decision-making is their analytical persistence and intelligence.

Al-Omar (2013) examined the relationships between leadership styles and decision-making styles among public schools principals. The data had collected from 108 principals through questionnaires from Russaifa Education District in Jordan. The Decision Style Inventory and the Administrative Styles Questionnaire were used in this study. They found that Directive decision making style was predominant among school principals; Leadership style Constituency- Cantered Administration was predominant among school principals. The results indicated that no significant relation exists between decision making styles and leadership styles of school principals.

Salo & Allwood (2011) conducted a study on DMS, stress and gender. Among investigators and their gender analyses showed that male investigators showed higher values on rational DMS and female investigators higher values on the dependent DMS.

Pacini and Epstein (1999) found gender difference in engagement of experiential or rational processing involved in decision making. According to the findings women reported greater appreciation and engagement in experiential (intuitive) processing whereas men reported greater appreciation and tendency towards rational processing. However the mean gender differences were very small. O. F. Morera, A., also showed gender difference in using intuitive or rational DMS. Females had higher intuitive scores which showed that females mostly relied only on intuitive DMS rather than rational style.

Daewoo Park (1996) revealed, from the results, strong support for the proposed relationships: masculinity/directive/analytical/task-oriented, Femininity/conceptual/behavioural/relations-oriented Strategic human resource management highlighting capability attainment, development and application requires an in-depth analysis for many organizations. He suggested that as an alternative of relying on a single measure, a combination of different measures may result in higher consistency and predictability and concludes that the development of effective human resources training and management platforms requires further investigation of the relationship between gender role, decision style and leadership style.

3. RESEARCH METHODOLOGY

3.1 Statement of the Problem

The main reason for gender inequality in leadership positions in India is the lack of identity and recognition of women leaders and their leadership behaviour. Indian organizations are unable to make use of the effective style of women for organizational development. It is important to understand more about how the stereotypical perceptions are influencing women inequality in leadership positions and the "double bind" that exists for women as leaders. Although gender related issues have stimulated much researches abroad. But in India, not enough empirical evidence are available about the decision making styles possess by Indian

women in management and the styles more predominant among them. Many view managerial and decision making skills as more characteristics of men than women. There is a need to shift the focus from biological sex to gender-role orientation as a better predictor variable for decision making style of women in management. In addition to that the growth of industry in terms of increase in the number of enterprises, investment, diversity in activities, has been phenomenal in current days. Although there is a perceptible increase in the number of women going for higher education both general and technical/professional for taking up employment, there has been no perceptible increase in the number of women at decision making levels. The lack of inequality is especially striking in this part of the labour market. Women and management continues to be a subject of popular interest. The representation and functioning style of women managers is invisible by nature in Indian organizations. This seems to be perhaps, a lack of foresight, in not pioneering the development of new thinking concerning women's roles in the organisations. So, it is the responsibility of social scientists to find out the root cause and remove the barriers of women subordination in the management. So the invisible minority group of women in organisations gains visibility and remove inequality in leadership positions.

3.2 SIGNIFICANCE OF THE STUDY

The main aim of this study is to find out the decision making style and gender orientation of women managers in different industrial sectors. The women managers in Indian industries and their decision making practices are invisible from Indian literatures. The stakeholders are unable to pool the talent of women in management due to lack of knowledge about their identity. The human resource practices (i.e., policies, decision-making, and their enactment) affect the hiring, training, pay and leadership development of women. This study will create culture that value and promote gender diversity and equity in leadership positions in Indian organizations by proposing effective human resource policies and effective decision making model for women managers. Organizations that fail to treat diversity in leadership positions will understand the effectiveness in promoting gender equality policies for change and development. Promoting diverse management practices and opening doors to women in management—through proactive human resource policies and programs—is one way for Indian organizations to expand their talent pool and, ultimately, their leadership pipeline. This study will enable women to find out their identity in management. Society has an enormous stake in ensuring equal access to leadership opportunities and effective development of leadership potential of women managers. To make that possible, we need more knowledge about women in management and their leadership behaviour in work place. This study is an attempt to fill the gap.

4. RESEARCH QUESTIONS

1. What are the decisions making style of women managers in Industries?
2. What is the Gender role orientation of women managers
3. Is there any relation with gender role orientation and decision making style.

5. Objectives of the Study

5.1 General Objective

To study the decision making style and gender Orientation of women managers in industrial sectors of Chennai city.

5.2 Specific Objectives

1. To study the demographic profile of the women managers in the manufacturing, IT and service industries.
2. To examine the decision making style of women managers.
3. To explore the Gender- role Orientation of women managers.
4. To know the association between the gender role orientation and decision making style.

6 Hypothesis

The following hypothesis was formulated on the basis of the existing literature.

1. There is no relation between Gender role orientation and level of decision making styles such as Directive, Analytical, Conceptual and behavioural.

7. Research Design

The research design of this study is descriptive in nature. The researcher attempts to describe the decision making styles and Gender Role Orientation among the women managers and explain the relationships among the variables. As a descriptive study, the research study describes the demographic profile of the women managers such as age, education, experience, type of industry, department, managerial level, and training. The research study describes the decision making styles and Gender Orientation of women managers who are working in different type of industries in Chennai..

7.1 Sampling Design

Universe of the Study

All women managers those who are working in manufacturing, IT and service industries under the membership directory of The Madras Chamber of Commerce and Industry (MCCI) forms the universe of the study. There were 370 industries under Madras

Chamber of Commerce and Industry (MCCI) and it is classified as Manufacturing, 110 IT and 180 Service sector Industries respectively. Altogether there are 550 women managers were working in those industries found out from first analysis. In that in manufacturing sector 115 women managers in IT 172 and in service sector 263 women managers were found respectively.

7.2 Sample

Proportional to the size of the type of the industrial sector and the size of the women managers from the universe were studied and 50% of the companies from each sector were randomly selected as the sample. It constitute 40 manufacturing, 55 IT and 90 service industries respectively chosen by adopting proportionate stratified random sampling. From women managers, 57 women managers from manufacturing, from IT 86 and 131 women managers from service sector selected by stratified random sampling. After distributing the scale the return rate was 53 women managers from manufacturing, 81 from IT and 107 from service sector.

Table No. 1 Sampling of Women Managers

Type of Industries	Number of Industries		Women Managers		
	Total	Sample (50%)	Number of Women Managers	Scale Distributed (50%)	Sampling Size (as received)
Manufacturing	80	40	115	57	53
Information Technology (IT)	110	55	172	86	81
Service	180	90	263	131	107
Total	370	185	550	274	241

7.3 Tools for data collection

Researcher used quantitative methodology for the study.

For Quantitative research methods tools were

- i. Semi structured questionnaire on demographical profiles
- ii. Rowe And Mason's Decision Style Inventory (1987)
- iii. Sandra Bem's Sex-role Inventory (1974)

7.4 Rowe and Mason's Decision Style Inventory (1987)

This inventory was designed to characterize the way individuals arrive at particular decisions, especially in the area of management (Rowe and Mason, 1987). The following section provides an explanation of the framework which supports this inventory.. Rowe and Mason (1987) created a Cognitive Complexity Model which conceptualized four decision style categories: **directive, analytical, conceptual, and behavioral**. Because individuals make decisions in relation to perceived information (cognitive) and evaluative information (personality), this particular model attempts to characterize the way individuals arrive at particular decisions (Rowe and Mason, 1987). The DSI was supported by the basic assumption that individuals, mainly managers, work with others in achieving a desired outcome (Rowe & Boulgarides, 1992).

7.5 Bem's Sex-role Inventory

The **Bem Sex-Role Inventory (BSRI)** is a measure of masculinity-femininity and gender roles. It measures how people identify themselves psychologically. Sandra Bem's goal of the BSRI was to examine psychological androgyny and provide empirical evidence to show the advantage of a shared masculine and feminine personality versus a sex-typed categorization. The test is organized with 60 different personality traits which respondents rate them selves based on a 7-point Likert scale. Characters are evenly dispersed, 20 masculine, 20 feminine, and 20 filler traits thought to be gender neutral. All characters in the BSRI are positively valued personality aspects.

7.6 Sources of Data

The sources of data for the study on the factors affecting leadership and decision making styles of women managers in the industries of Chennai city are classified as primary and secondary. The primary data were collected from the women managers through scale and in depth interviews. The secondary source consisted of the research studies, magazines, journals, research articles, books and web sources.

7.7 Data Collection

The scale was distributed to respondents after selecting the sample and one month was given to the managers to respond by filling up the scale and the filled tool was collected by the researcher. Due to the roles and functions, the women managers could not return the filled in tool within the stipulated time, researcher has to make two to five visits to collect the distributed tool from the respondents. The return rate has increased due to the visits made by the researcher with prior appointments and interaction helped to reach the desired sample. The actual data collection period is from September 2016 to February 2017.

7.8 Analysis Of Data

The collected data were analyzed using the Statistical Package for Social Sciences (SPSS) 20th version. Researcher used the descriptive statistical methods such as frequency tables, cross tabulation and percentages to describe the profile of the women

managers. To explain the relationship among the variables researcher used the inferential statistical tests such, one way, analysis of variance (ANOVA).

8. Analysis And Discussion

➤ Findings on Demographic Profiles Of Women Managers

- Among women managers (31.5) per cent were belong to the age group of 39-44.
- 77.2 per cent of women managers had got post graduate degree.
- Majority of the women managers (44.4) per cent were working in service sectors.
- In human resource department (22.4) percent of women managers were working.
- In work experience (38.6) percent women managers had more than 8 years experience.
- Most of the women managers (51) per cent were belong to middle level management.
- Most of the women managers (69) per cent women managers got the promotion less than 3 times in their career.
- Most of the women managers (64.7) per cent attended training programme on leadership style and decision making style.
- Among demographic variables the age, experience, type of industry, managerial level and training are important predictors in aspects of leadership that influence organizational success.

➤ Findings on Gender Role Orientation of Women Managers

- A large number 48.1 percent of respondents fall in the Androgynous Gender role type
- 32.8 per cent in Feminine Gender role type
- 13.3 per cent Masculine Gender role type
- 5.8 per cent undifferentiated Gender role type.

➤ Findings on Level of Decision Making Style of Women Managers

- Among Women managers 63.9 per cent women managers adopting very dominant style of directive decision making style. 19.9 per cent following back up level, 14.9 per cent following dominant level and 1.2 per cent following least preferred level of directive decision making style.
- Among women managers 36.9 per cent following least preferred Analytical Decision Making Style, while 36.5 back up level of analytical decision making style, 20.7 per cent following very dominant level of analytical decision making style and 5.8 per cent dominant level of Analytical decision making style.
- 84.2 per cent women managers were adopted least preferred level of conceptual decision making style, 13.3 per cent were having back up level of conceptual decision making style and 12 per cent equally having dominant and very dominant level of conceptual decision making style.
- Result shows 38.2 per cent women managers are having least preferred level of behavioral decision making style, 29.9 per cent women managers were adopted back up level of behavioral decision making style. 17 per cent were having very dominant level of decision making style and 14.9 per cent having dominant level of decision making style.

9. HYPOTHESIS TESTING

H₀: There is no significant difference between Gender role orientation and level of decision making styles such as Directive, Analytical, Conceptual and behavioural.

To know the relation between gender role orientation and different Decision-Making styles (Directive, Analytical, Conceptual and Behavioural) a correlation test has conducted. Result indicated, level of Conceptual and Level of Behavioural decision making style positively correlating with gender role orientation. As the level of Conceptual and Behavioural decision making value increases the gender role orientation effects also increases. The explanation of this result could be, knowing how and why decisions are taken can make the difference to the types of DMS. Differences in demographics, qualifications, socialisation, work scope, and business environment can also affect a manager's Decision-Making process and style.

If we analyse the result it shows that there is no proper frequency distribution of DMS among sex roles. Directive Decision-Making style alone shows high in Gender role orientation. So it can be concluded that whatever the gender role orientation women managers are in, they give more importance to power in Decision-Making. Directive Decision-Making style is more power-oriented style. They are seen to be using power and authority in order to be more effective in their respective departments. These organizations are dominated by men and men are found to be more task-oriented than female. So, while compared to their male counterparts the woman may try to imitate their style to be more successful (Buddhapriya, 1999).

10. IMPLICATIONS

- ❖ Women managers should not restrict their decision making style to any particular decision making behaviour. It is not advisable and result oriented to use directive decision making style in all situations.

❖ It is found that conceptual decision making style is used in least preferable way. The other two decision making styles (analytical and behavioural) are also used by majority in back up level and least preferred level. Conceptual decision making style is based on creativity, risk and flexibility. For avoiding risk women managers are not using conceptual decision making. But *risk-taking* is an indispensable part of *leadership/management*. *In some situations with out taking risk not able to make differences in the system. This is one of the reasons corporate world prefers male leadership. As decide to enter in the management world it is responsibility of women managers to get train themselves to handle risky situations, instead of being a risk avoiders.*

❖ *This study is suggested that women managers can adopt a mixed style of decision making style based on their organizational demands. They should be flexible enough to take decisions with relate to subordinates.*

❖ *Organization could conduct special training programme on decision making skills to women in management positions.. They could also impart training programmes especially for women at the entry level to enable them to identify their decision making style and to cope with organizational culture. These programmes should aim at providing the participant with insight into their various roles and equipping them with necessary skills to effectively perform their roles.*

❖ *As professional social work is an enabling service, industrial Social Workers can be contribute better services and introduce one social work intervention model which can be useful to empower the women in management.*

11. Conclusion

The present study shows that there is no significant difference among respondents in using DMS based on Gender role orientation. Irrespective of the gender role of respondent's majority are practicing directive decisions making style. The result seemed to be that other than gender identity respondents are given importance to factors like organizational values, demographic profile for decision making style. The underlying fact is that whether masculine or feminine the decision should be taken for organizational effectiveness.

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