

The Role of Women in Leadership Positions and their Effects on Corporate Culture

Dr. Patcha Bhujanga Rao¹, Dr. M. Vijaya Bhaskar Reddy²

¹Professor of Commerce & Management, JAIN Deemed - to - be University, Bangalore - 560 069

²Associate Professor of Economics, Sreenivasa Institute of Technology and Management Studies, Chittoor - 517127

Abstract: *All over the world, the number of working women is increasing due to many social changes, including the increasing education of women and the impact of globalization. Women make up 46 percent of the workforce in the United States and currently only make up 23 percent of female leaders. In one study, women said their biggest concern at companies was people, while men said getting the job done was their biggest concern. Despite better education in the past, women's potential is still limited by gender discrimination, hard work, local laws and family obligations. In this article, the special role of women in different fields, the problems they face in their development and their abilities compared to men are discussed.*

Keywords: Women in leadership, Management, Employee Relations, Organizational Environment and Organization positions

1. Introduction

The impact is more in top management and the role of leadership for women in organisations. When it comes to professionally running businesses, leadership is frequently discussed. Since men have dominated discussions on this topic, capable female leaders have had fewer opportunities to demonstrate their abilities. Prior to getting into the points of interest, we should take a gander at the compromises that incredible pioneer makes while working for their organization. The majority of people naturally associate leadership with a few fundamental characteristics. Risk - taking, independence, dominance, and other characteristics may be included. As a result, individuals who exhibit these characteristics are referred to as "leaders." According to Bass' theory of leadership, which was developed in 1989 and 1990, there are three ways to explain how individuals become effective leaders.

The influence of Women in Top Management and their role in leadership is often discussed when it comes to running a professional business. As men argue about this issue, the opportunities for female leaders to show their potential are becoming less and less. Before the researcher get into the topic of interest, one should look at the impact such a leader has had while working for their organization. Most people associate leadership with a few traits. It can include adventure, independence, dominance and other qualities. Individuals who exhibit these traits are therefore called "leaders". According to the leadership theory developed by Bass in 1989 and 1990, there are three ways to explain how a person becomes a leader.

These are:

- 1) Good qualities in a person's character can make him a leader.
- 2) An emergency or situation causes the person to adapt to the situation and take responsibility.
- 3) People must acquire the necessary skills to be good leaders.

According to the first two understandings of Bass leadership, a good and/or effective leader, will help a group or group members achieve more than the leader could achieve without cooperation. When each member has their own skills, focus and motivation, the team can work together to achieve more goals than ever before. Therefore, it can be said that effective leadership does not depend on gender, but on the characteristics shared by male and female leaders.

In this article, the researchers consider leadership and some of the gender issues that affect leadership through a qualitative analysis of past successful literature, articles or books on the subject. Another step is to interpret some of the conceptual data related to the study. Women in business promote diversity, equality and inclusion initiatives and employee benefits. Awareness is growing as women play more roles in management, workplaces and organisations. This is an important first step towards creating an egalitarian and diverse society.

Organizations are promoting more women to senior management. While women hold leadership positions such as CEO, CFO, CIO and most likely HR Director, only a few female employees in India have access to senior management positions. Only 5% of women succeed in the ranks. Women will make up 26% of CEOs and MDs in the future from 15% today. In 2019, an unsurpassed high of 23 female leaders of the 21st century is the Fortune Global 500.

The fact that women earn less than men in this occupation is an indicator of gender inequality. Although the responsibility increases with the job, the income gap between the men and women holding the job still remains. When women hold higher positions, they are paid 15% less than men at the same level. Due to Covid - 19, there has been an increase in the representation of women, especially senior executives. The pandemic has weakened women more than men, and it's getting worse. Despite stress and fatigue, women are becoming stronger and more active leaders.

2. Literature Review

Smith et al. 2006 found that the proportion of women in top management and gross profit/sales had a positive effect on firm performance. They also found that women's seniority in senior management was associated with women's effectiveness in senior management.

Joy et al. 2007 found that the percentage of women in top management in US companies between 1996 and 2000 was positively correlated with firm performance and in some cases there is no relationship at all between the two.

Campbell and Miguez - Vera (2008) looked at data from non – financial companies that were listed on the continuous market in Madrid from 1996 to 2000 and found that there was no significant correlation between firm value and the percentage of women on the board.

Campbell and Miguez - Vera (2008) examined data on non – financial companies listed in Madrid Business Continuity from 1996 to 2000 and find no significant influence between company value and the percentage of listed companies with women on the board.

Carter and others In contrast to these findings, some researchers have found that female - owned businesses have lower levels at firm size, survival rate, and growth. They examined a sample of 641 US firms in the S&P500 index and found no significant relationship between the number of women directors and Tobin's Q.

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Aterido and Hallward - Driemeier 2011; Coleman, 2007; Zwan and others, 2012; Bardasi and other, 2011; Coleman and Robb, 2009), in contrast to businesses owned by men. Alowaihan (2004) found that, in terms of performance, female - led firms perform worse than male – led firms using a sample of Kuwaiti small businesses.

Aterido and Hallward - Driemeier, 2011; Coleman, 2007; Zwan et al., 2012; Bardasi et al., 2011; Coleman and Robb, 2009, in contrast to male entrepreneurs, finds that, in terms of performance, female - led firms outperform male - led firms, using a sample of Kuwaiti small firms Alowaihan (2004).

Leadership

To better understand the connection between gender and culture, we'll start by addressing some cultural concepts. Martin Luther King Jr. (Miller, More Plan Speaking, Harry S. Truman, 1884 - 1972, 33rd President of the United States) once said: "My definition of a leader is someone who makes people love to do what they want do even if they don't want to do it and/or being too lazy to do. " "Leadership is the ability to turn a vision into reality" is another definition. The first task of a leader is to define the vision of the organization, University of Cincinnati President Warren

Bennis speaks at a conference at the University of Maryland on January 21, 1988. Muhammad Johannsen, in the opinion on whether women are involved in environmental management as leaders or as practitioners, and some of the injustices that women still have to overcome today to rise into a leadership position.

Leadership and Gender Perspective

Since ancient times, it has been believed that most men succeed in positions of power. According to the famous article by Judith A. Kolb, "Are We Still Stereotyped?" Women in organizations should be seen as people who can inspire or motivate others if they want to be leaders. since 1997. When looking back to the earlier past, many injustices against women in management and leadership. In addition, discrimination against women still continues in our society. In 1991, Shimanoff and Jenkins observed, the prejudice against women surprises. According to Quest, men and women have equal amounts of energy to work well, and best of all, there are more similarities than differences. Although women are less likely to be selected as leaders, men tend to evaluate leadership behaviors more positively than women.

Women are also judged more harshly than men when they don't show empathy to their partners. 1997; Kolb, Judith A. For example, Bunyi and Andrews (1985) found that when the majority has power, men always lead. Promotion to female - dominated managerial positions did not exceed some expectations (1997; Judith A. Kolb) These results indicate that previous research has not identified gender differences in leadership choice. Studies show that men are more task - oriented, while women are more relationship - oriented. However, in actual supervisory duties, female supervisors demonstrated the same level of managerial skills as male supervisors. In fact, these women can do more than their male counterparts.

Garry N. Powell's work "Women and Men in Management" states that while men prefer management, leadership, power and leadership style, women prefer more freedom and more cultural participation. The research focuses on changing gender stereotypes and the challenges women face in trying to reach the top. Therefore, some authors argue that female leadership is more effective as it lowers turnover rates, increases employee satisfaction, and increases productivity (Judith A. Kolb, 1997). in a managerial position of the company.

The positive impact of female leadership

Women make up half of the world's working - age population. Historically, women business leaders seem to be more successful than their male counterparts in times of economic crisis. According to research from the Pew Research Center on women and leadership, while men and women differ little in key leadership skills such as creativity and innovation, many women are still better off than men in terms of sympathy and building. Women's leadership in every field has many qualities that are just as important as men's leadership. Financial well - being organization has been found to be better when managed by women.

Organizations with female members on the board are more profitable financially than organizations without women's

representation. A good financial health organization leads to more opportunities for growth and development, greater productivity and better working ability. Different studies have shown that women have a better ability to form relationships. They also know that it's great to motivate and inspire others.

When women are on management teams, they tend to be more involved in leadership and commitment. Women with good organizational skills and qualifications shows that their strength leads to more inspiration and better results. Under the leadership of women, there has been an increase in measures aimed at ensuring the work - life balance, which is important for the development of the country and the quality of life at home. Women come together in various groups. Therefore, women represent solidarity and unity.

They are important for the continuation of the social structure of the family. An important aspect of good leadership is the ability to bring different ideas together within the family. A true leader acts as a unified force, guiding his team or group of people towards the goal. Women are good leaders because they have important qualities. Diversity refers to the existence of different people with different interests, attitudes and mindsets.

The diversity of a female manager is a benefit that creates working relationships and friendly relationships in society by integrating the different interests, thoughts and feelings of the team. The possibility of diversity is also respected and accepted. The leader must understand the behavior of each person and identify their unique characteristics. Women are the first choice for leaders in many groups because of their compassion, patience in listening to others, self - care in developing followers, independence in solving problems, and most importantly, women's respect for their employees. Women leaders with these qualities can bring together a diverse group of people to achieve effective results and achieve the ultimate goal.

Women Improve Interpersonal Relationships

In today's technological age, communication skills are absolutely essential for success or being a leader. Organizations work well if there is good communication between internal, and external communication. To ensure effective and timely communication between supervisors and employees, upstream and downstream communication must be in place in the organization. Female leaders always score higher than male leaders when it comes to building relationships. Women are good at maintaining good employee and social relations and are easy to relate to when dealing with foreign affairs; for example, securing new customers or dealing with troublesome agreements for the organizations they operate.

When it comes to personal communication, women are very good at it. They outperform men in this regard because they are very good at communicating with others. To be an effective leader, one must be able to communicate with others. Most women have this ability. Women communicate better because they tend to listen better than men. A good listener is also a good communicator. Listening is the

foundation of effective communication. For example, women are better at listening and communicating.

Women Value Accountability

Another important quality of leadership is accountability. Ladies rarely overlook their responsibility on any issue. Women are seen as being more accountable than men. While accountability is highly inspiring, it may not assist in motivating other people. A leader who values accountability never assigns individual team members the responsibility for any mistake or loss. The pioneer rather bears the obligation. It inspires the team members to take on any task without hesitation or fear. Ladies grasp the worth of responsibility more than the rest. When they are in charge of a family, they frequently come forward to take responsibility for any disruption in an effort to preserve the bond between the members of the family. They play a significant role in fostering family unity and cohesiveness. Such nature of ladies, when tried while driving an association, a general public or a nation, works super naturally.

Another important aspect of leadership is accountability. Women rarely ignore their role in a problem. Women are considered more responsible than men. As inspiring as accountability may be, it will not help inspire others. A responsible manager will not hold others responsible for mistakes or losses.

Pioneers like to take responsibility. It encourages followers to work without hesitation or fear. Women hold the value of responsibility better than others. When they lead a family, they often take steps and take responsibility for intervention to maintain relationships between family members. They play an important role in ensuring family unity and integrity. The nature of women working supernaturally to move an organization, people or a country forward.

Women Embrace Collaboration

Collaboration is generally considered a feminine trait. The willingness to work with others for a common goal is collaborative. This elevates leaders on the career charts which help stays with them no matter how hard they work together. Women leaders are able to work in teams, projects and offices with clients, employees, colleagues and clients thanks to their strong collaboration skills. Many studies have shown that women are more involved than men.

Often women are the leaders of change. They interact with members in a way that suits each person's needs and goals. This version of leading women emphasizes the connection between colleagues working to understand the goals. In addition to the strengths mentioned above, female leaders tend to focus on the positive aspects of the environment and always stay positive. Women leaders often succeed because they have hope. Faith grows with hope and enhances the foundation of trust and confidence. Female leaders are more self - confident and rely more on their subordinates' resources. This helps them get voluntary help from their followers, which helps them move forward.

Women Leaders Can Help Close the Gender Pay Gap

Despite years, the gender pay gap persists in organizations and workplaces. Organizations have done nothing to close the gender pay gap. One of the commitments is to encourage women in organizations. The gender gap is often similar to the gender pay gap. It has been found that when men and women start promoting without planning, men generally have a better chance. To solve these problems, women need to have leadership in organizations. This will make it easier to close the salary gap.

Women leaders can create effective solutions from different perspectives. Different experiences and perspectives are important in leading innovation because they make the segment feel better. Therefore, companies with a high percentage of diversity are generally more successful than companies with a high percentage of diversity. Women rising to leadership positions bring a variety of skills, perspectives, and differences in structure and culture that ultimately benefit male - dominated businesses. With different emotions and information, women can observe even the smallest details and discover what is happening under the surface. Many different workplaces, many different ideas can be brought together, promoting growth and supporting the long - term talent of each organization. Gender - diverse businesses can help drive better financial results. Diversity in the workplace is not just a matter of men versus women in positions of authority. It involves integrating the two across the organization.

Women Leaders are Better Mentors

The power of role modeling is undeniable. Everyone, regardless of gender, needs mentors who can help them grow. Female managers were found to be better at training and mentoring new employees than male managers. Women are discriminated against within the family and in society. Gender inequality in leadership has been embarrassing, and has even been on the agenda of social research and action in many places for decades.

At the same time, the number of women in the world's workforce has increased, making women more educated and skilled. On the other hand, workplace discrimination prevents women from advancing to male positions. Orientation inequality in the work environment occurs in a variety of ways, including word separation, orientation - based pay differentials, and discrimination. Professional women have long struggled with gender and horizontal discrimination.

Amoreparticipativeleadershipstyleandahigherlevelofsocialcommitmentarefrequently linked to the inclusion of women on management teams. An examination of women's influence at cooperatives, which have distinct organizational and purpose characteristics, reveals that their influence results in improved performance and motivation. Female entrepreneurship and the participation of women on management teams have a positive impact on the social motives and accomplishments of organizations, which is one benefit of female leadership. Increased steps to foster work – family balance, which is crucial for country growth and enhancing family quality of life, are another benefit. When women are in charge, companies are more likely to adopt

family - friendly policies. This approach is more suited to the new cooperative entrepreneurial environment than the old commercial sector.

Greater cultural participation and higher levels of social engagement are often associated with women joining the board of directors. Analysis of women's power in collaboration with organizations and different purposes shows that their influence leads to good performance and motivation. Women's participation in women entrepreneurs and management teams has a positive effect on organizational motivation and success, which is one of the benefits of female leadership. It is another benefit to take measures to ensure the work balance within the family, which is important for the development of the country and increasing the quality of family life. When women are in power, companies are more likely to adopt family policies. This approach fits the new business environment better than the old business environment.

Women Can Negotiate in High Stake Situations

Processes can be improved and team work enhanced by having women on the team. In a similar vein, groups with a greater proportion of women are better at taking turns in conversations, making the most of the collective knowledge and expertise. In organizations and associations, it has been seen that ladies are more compelling at arranging and making bargains, in any event, when a lot is on the line. They can make deals and reach agreements where men can't, but they need to be given leadership and authority roles first. In point of fact, community – based businesses have emerged as important tools for women's empowerment. Rather than focusing solely on heroic individual entrepreneurs, this entrepreneurial ecosystem can be encouraged collectively for greater capacity development. From a participative stand point, these new female business executives have a greater impact and influence on the activities of their organizations than they would have in traditional corporations. After highlighting an example of a location where such a dynamic is developing, a recent study arrived at this conclusion. Today, female leaders face the challenge of figuring out how to have a greater impact on management teams with members of different genders. Through cooperating, women stand the best chance of achieving this goal.

Rather than focusing on individual entrepreneurs, the business ecosystem can support each other to develop more potential. Through collaboration, these new women entrepreneurs have more influence over the operations of their organizations than traditional companies. A recent study came to this conclusion after showing examples of where this change developed. Today's female leaders are faced with the challenge of figuring out how to relate to a gender on board. Women can achieve this by working together.

3. Background of the Study

Women work in different associations is as yet dealt with contrastingly relying upon the discipline. There are still a few related gaps that need to be filled in order to give women the same opportunities as men. In any case, it has

been noted and guaranteed during the beyond couple of many years that more ladies are getting to the top, which is an indication of moderate cultural change. However, it has also been noted that senior management positions still have a gender pay gap, which means that women are underrepresented in these positions. There are a few convictions that society and the masculine man have shaped. Thus, it has been guaranteed that female attributes don't add to the fundamental administration qualities. A person needs to be more aggressive, competitive, task - oriented, etc., for example. To hold an executive position, whereas women typically have the opposite characteristics. Think about relational connections, feelings, collaboration, and soon. This essay shows the obstacles that women need to get over in order to move up to senior management positions. In addition, I attempted to explain the connection between stereotypical views of men and the traditional leadership style. After that, I attempted to explain the need for the stereotypical views of women (emotions, interpersonal relationships, cooperation, etc.) to be incorporated into the new organizational culture. As a result, one could argue that leadership requires more feminine characteristics than just traditional masculine ones. Open - ended public conversations and semi - structured interviews with men and women in managerial positions makeup the empirical study. I tried to find out if men and women both adhere to gender stereotypes and if there are differences in leadership styles between the sexes based on these conversations and interviews. In this way, associations ought to be more different to have a more versatile hierarchical culture.

The position of women in different organizations differ for different disciplines and yet deal contrastingly rely upon the discipline. There are still some differences that need to be fulfilled to give women the same status as men. However, cultural change was noted and warranted, with more and more women culminating in the following years. However, there is still a gender pay gap in top leadership positions, where women are underrepresented in these jobs, similarly society and people from certain beliefs. Therefore, it is accepted that the behavior of women does not increase quality control. For example, strict, competitive, business - oriented, etc. In the workplace, women often have different characteristics. Think about relationships, feelings, collaborations and more. Open - ended public discussions and semi - structured interviews with men and women in management positions are considered for discussion and research, to find out if men and women follow gender stereotypes and whether there are differences in gender cultures. To do this, the organizations must be diverse in such a way that it has a hierarchical variety.

With the result of globalisation, women face advantages and disadvantages. Therefore, managers and senior managers will be required to complete additional tasks. Due to relocation and time constraints, top managers often have to relocate to other cities, towns or countries. This is one of the biggest problems for women who are working or have an family and spouse. Social and acculturation cause more threats than family problems. While it is widely accepted that most women are good at adjusting, many find it difficult to cope with the shocks and struggles of their lives in a new place. Women are also isolated.

Other nations have female leaders. Many countries will not work with female workers because they do not think that women can work well. Many male leaders and managers say that women don't want to do their jobs right now. However, according to a surprising survey, an astonishing 55% of women in non - managerial positions want to run their own business. Annis says many women are reluctant to climb the corporate ladder because of the many obstacles they face on the path to leadership. There are barriers to discrimination, isolation, expansion, family commitments, and lack of time.

There are still many women who take care of their family first. Due to limited time and increasing job demands, many women are forced to choose their own career goals. According to statistics, there are not many female leaders and managers who can influence their work. On the other hand, many women deliberately quit their jobs to take care of their children. Even though fewer women are taking maternity or paternity leave, 32% of women are still unemployed after giving birth. Many women find it difficult to travel or work for long hours after giving birth due to family responsibilities. The key to education is law, not regulation. Currently, women make up two - thirds of the world's 960 million illiterate people. The government should create more laws and regulations that support technical education, free credit for women's empowerment, and women's entrepreneurship. Our society as a whole cannot develop without resolving these problems.

Improving employment in some countries, such as France, pregnant women are entitled to many benefits during their pregnancy, such as paid leave and incentives. These policies need to be implemented in the public and private sectors in many developing countries to help women adapt to all aspects of life. Through these activities, they can achieve their goals.

4. Findings of the Study

Is there really a lived - in difference between male and female management, although there is a relationship between the success of economic change and the situation, and the female mother is important to her development, women need to work with men and have the same open doors and freedom in the public eye. Are these differences to blame for women's in leadership positions?

An appropriate model must be developed based on both the generalization of people orientation and the theory of people management. Starting from this idea opinions of male and female senior executives have been gathered to see if there is a link between practices and managerial thinking.

Showing the impact of these biases on women's careers and preventing them from advancing to senior management positions. This article provides valuable insight into how women view leadership roles today. One must accept that men and women can run any organization. Despite greater gender equality in today's workforce, few women make it to the top of America's biggest companies. Instead, more and more women are becoming successful business owners and CEOs. In - depth interviews with women who have worked in both established companies and the companies they have

founded and worked for provide insight into the status and understanding of the problems women face as managers and business people. Issues such as gender orientation and work/life balance worry women with and without children. Thus the article examines some of the decision - making and interpersonal factors that influence entrepreneurship by collecting data on women who later decide to start their own organizations and work in a large organization.

Despite the rapid development of social and economic conditions, the question of whether women should be treated equally with men, should have the same social and economic rights as men, whether there are cultural differences and leadership styles differ persists. Also, are these differences related to the low proportion of female leaders among senior executives? The researcher tried to create a computational model based on the generalization of men and women and the control of men and women. Several interviews and discussion with male and female senior executives has been conducted to determine if there is a link between stereotypes and leadership. Also, to clarify whether these general guidelines affect women's work in their careers and prevent them from reaching senior managerial positions. This article can provide valuable information about women's experiences in leadership today to lead organizations as much as men.

5. Conclusion

Women find it harder than men to succeed as CEOs because of the pay gap, the ability to gain and maintain authority, and overcome gender barriers. But women can be leaders just like men. But have other important roles to play. Women often lead transformational leadership that influences and engages their followers, while men lead transactional leadership. "Women have a lot of leadership qualities, that demonstrate that the leadership strategy works.

Another problem that women might face issues while working for this leadership is that they may not get the support while in a leadership position. The limits and challenges women face don't end up even when they are willing to move on. Hence, one has to make sure that employees and the organization should cooperate and help to make utilize of their time effectively that helps women to gain more leadership.

Leaders and followers alike benefit from intergenerational leadership. As a pioneer, you are supporting people around you while they are supporting you with the different initiative characteristics the various ages offer of real value. Traditionalists bring their expertise in mentorship and history. Since they have been around for the longest, this generation will have the most experience working with other generations. Most President's comprise of the genX - erage. They are the ones that will assist you with seeing any shortcoming you could have in your authority and they will assist you with game arranging ways of conquering those obstructions. You will have a group of people who can help you focus on results and think globally if you understand Generation X. Women from Generation X will show you

how to better balance your professional life with your personal life.

Both leaders and followers benefit from different leadership styles. As a Pioneer, supporting the employees and getting supported by the employees with many good initiatives result to real value from all ages. Traditionalists get expertise in tradition and history. Because they've been around the longest, this generation will have experience working with other generations. Most of the presidents belong to the X generation. These leaders will help to see all the weaknesses in your strength and help you develop the rules of the game to overcome these problems. Generation X women will teach you how to balance your professional and private life helping the employees to focus on results and think globally

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