

Why Women Leadership Couldn't Develop More Women Leaders - A Case Study of Select Few in India

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Abstract: *Of all the topics Leadership is the most studied and discussed in the World. Leadership touches everyone's life. Leadership keeps groups, organizations, society and the world going. Integrating leadership qualities such as credibility, capabilities, commitment towards protecting culture and service for needy people in society proved their capability as leader. The prime aim of any Leader or Leadership is to create more Leaders and not followers. But this is lacking in Women Leadership. It is to be known that Women Leadership couldn't develop more Women Leaders. Effective women leaders around the world develop a sense of purpose by pursuing goals that align with their personal qualities and advance the collective good. This allows them get the support and recognition in society. We have many examples of Men Leadership developing more Leaders. But this is lacking in women leadership and sadly women leadership has totally failed in this part. Our main objective is to study why women leadership couldn't develop more women leaders and the causes for it. The present paper analyses the factors relating to why women leaders are not developing the women leaders.*

Keywords: Leaders, Followers, Society, Qualities, Leadership & Women Leadership.

1. Introduction

There are lot of definitions on leadership. Leadership is about understanding people, and about getting people pointing and acting in the same direction. Leadership is about listening and making a real "connect" with others. Leadership is a process where by an individual influences a group of individuals to achieve a common goal. Process implies that a leader affects and is affected by followers. Without influence, Leadership does not exist. Leadership always create followers. Leadership is neither an abstract, nor a platonic concept rather it is a practical activity, with a specific goal in mind. Leadership is the ability to inspire confidence in and support among the people who are needed to achieve organizational goals. Leadership has been defined in terms of traits, behaviours, influence, interaction patterns, role relationships, and occupation of an administrative position. Most definitions of leadership reflect the assumption that it involves a process whereby intentional influence is exerted over other people to guide, structure, and facilitate activities and relationships in a group or organization. The numerous definitions of leadership appear to have little else in common. They differ in many ways including who exerts influence, the intended purpose of the influence, the manner in which influence is exerted, and the outcome of the influence attempt. The differences reflect deep disagreement about identification of leaders and leadership processes.

Some theorists advocate treating leading and managing as separate role or process. But the proposed definitions do not resolve important questions about the scope of each process and how they are interrelated. No single, "correct" definition of leadership covers all situations. What matters most is how useful the definition is for increasing our understanding of Leadership.

Women Leadership in World:

The twentieth century has seen a worldwide revolution in the extension of political rights to women. Less than hundred years ago there was no major country in the world where women were guaranteed the right to participate in politics on an equal basis with men. Today, only a handful of states, most of them in Asia, legally bar women's participation in political life. But in many countries an enormous disparity exists even today between women's formal political equality and their meaningful exercise of political power. There has been significant progress in promoting women's leadership globally in recent years, with many countries electing female heads of state and government, as well as increasing representation of women in politics and corporate boardrooms. However, gender equality in leadership positions is still an ongoing challenge and there is a need for more actions to break down barriers and promote equal opportunities for women. Some initiatives aimed at advancing women's leadership include mentorship programs, gender quota policies, and workplace policies that support work - life balance.

Women leadership in India:

In India, women's leadership has been increasing in recent years, but there is still a long way to go towards gender equality in terms of representation in leadership positions. Women face various challenges such as cultural barriers, social norms, and lack of support systems, which can limit their opportunities for advancement. However, there have been several successful women leaders in India, including politicians, business executives, and social activists, who have broken through these barriers and become role models for future generations. Efforts are also being made to promote and support women's leadership through initiatives such as quotas, mentorship programs, and workplace policies that support work - life balance.

In India, women have been actively participating in politics and holding leadership positions at various levels of government. However, the representation of women in politics continues to be low, with only 14.3% of the total seats in the current Lok Sabha (lower house of the Indian Parliament) being held by women. Despite this, there have been several notable women leaders in Indian politics, such as Indira Gandhi, who served as Prime Minister from 1966 to 1977 and from 1980 until her assassination in 1984, and current Finance Minister Nirmala Sitharaman. There have been efforts to increase the representation of women in politics through quotas, such as the 33% reservation for women in local government bodies, and campaigns for equal representation in political parties.

2. Review of the Literature

A literature review on women leadership typically explores the representation, experiences, and challenges faced by women in leadership roles. The review would examine the existing research on the topic, including studies on gender diversity in the workplace, barriers to women's advancement in leadership positions, and the impact of women's leadership on organizational outcomes.

Overall, the literature review on women's leadership would aim to provide a comprehensive overview of the current state of research and understanding on the topic, highlighting key findings, trends, and future directions for research. Most of the literature on Women Leadership has solely focused on the study of Gender and Leadership i. e. on women discrimination in attaining Leadership positions. And very little on women leadership promoting or developing or creating or mentoring more women leaders.

Marshall (1984) found that studies which revealed differences between men and women's leadership style were usually those in which women managers scored higher on supporting dimensions of leadership, this view has also been supported by the literature forwarded by various authors including (Brenner and Vinacke, 1979).

As per the nation's Fortune 500 companies still there are fewer women at the CEO level or board level, i. e., 2%, 17% of all members in political realm, 16% of all Indian Senator, 16% of all governors, and 24% of all state legislators. According to the Catalyst India Benchmarking report for 2010, only 17% of Indian companies offered target leadership development programs for women; another study for Women in Leadership Forum shows that Indian companies have a very lesser number of women in a senior position. Indian companies such as Tata Consultancies Ltd. Indian companies such as Tata Consultancies Ltd, Zensar Technologies, Tata Steel and JSW Steel have 5 - 6% women in a senior position, Multinational firms such as PepsiCo, KPMG, Citigroup, GE & Pfizer had 15 - 20% women at the same level in 2010, the will study shows.

According to Alexander et al. (2016), women's political empowerment is understood as the improvement of women's resources, capacities and accomplishments to obtain equality in influencing and practicing political power.

Beijing Declaration (1995) stressed that women's empowerment and full involvement on the grounds of equality in all areas of culture, including involvement in decision - making processes and authority, are essential to achieving inclusion, growth and harmony. Therefore, the UN proclaimed women's empowerment as the fifth of its Millennium Development Goals implemented during 2000 - 2015.

Sharma (2010) views women's empowerment on a cultural basis and criticizes that women's empowerment cannot be interpreted as the same in every part of the world, especially since the Western country's ethnographic condition is much distinct from Asian subcontinents such as India. Nevertheless, there is a lack of sufficient research on the decision - making capacity (mainly the challenges they face for policy implementation) of elected women leaders in their institutional structure).

Objectives of the Study

To study why women leadership couldn't develop more women leaders.

- To study the women leadership qualities and capabilities
- To identify the reasons for why women leadership couldn't develop more women leaders
- To analyse and recommend the factors contributing to encourage more women leadership for future generation

Data Analysis:

The present analysis is conducted by collecting the opinions from 100 respondents. The collected data is analysed to determine the factors why existed women leadership couldn't able to develop more leaders. The below is the demographic classification of select 100 respondents.

Table 1: Analysis of Demographic factors of respondents:

Factor	Frequency	Percent	Cumulative %
Gender	Male	47	47.00
	Female	53	53.00
	Total	100	100.00
	Frequency	Percent	Cumulative %
Age (in Years)	18 - 35	30	30.00
	36 - 48	30	30.00
	49 - 65	40	40.00
	Total	100	100.00
	Frequency	Percent	Cumulative %
Area	Urban	52	52.00
	Rural	48	48.00
	Total	100	100.00

The above table - 1 explains the characteristics of three different demographic factors i. e., gender, age and area of select respondents. It is clearly being noticed from the table the total of 100 respondents are identified from those respondents the total of 47 are males and remaining are females, here the select females are higher than the males. The respondents are divided into three different classes based on their age classification the three different classes of age are noticed as 18 - 35, 36 - 48 and 49 - 65 years. The maximum respondents are belonging to age group of 49 - 65 years, the total of 40 respondents are being selected from the said age group and remaining 60 respondents are selected from other two groups equivalently i. e., 30 from each age group. The respondents are divided into two different groups

based on demographic factor area, the two different groups are identified as urban and rural and the total of 52 and 48 respondents are selected from each group, it is noticed from the table numeric values the majority of respondents are belonging to urban area.

Table 2: Political Party Association

S. N	Opinion	Frequency	Percent	Cumulative %
1	Yes	27	27.00	27.00
2	No	73	73.00	100.00
Total		100	100.00	

The table above analysis the association of select respondents with the political parties in India, the table values states the total of 27 respondents are identified as they are associated to political parties either national or regional parties in India, and remaining 73 members are not associated to any political parties. It is confirmed from the above numeric data presentation the majority of sample observers are not associated any political parties.

Table 3: Awareness on select Indian Women Political Leaders

S. N	Name of Leader	Frequency	Percent	Cumulative %
1	Sonia Gandhi	33	33.00	33.00
2	Mayawati	15	15.00	48.00
3	Mamatha Benergee	13	13.00	61.00
4	All Three	39	39.00	100.00
Total		100	100.00	

The table above analyses the awareness about select three prominent women leaders in India, it is clearly states from the table the three women leaders considered in present study are Sonia Gandhi, Mayawati and Mamatha Benergee. It is determined in present study the maximum respondents equivalent to 39% are aware about select three women leaders. Comparing the awareness about three select leaders the maximum recognition from public is gained by Sonia Gandhi with 33% and followed by Mayawati with 15% and Mamatha Benergee with 13%.

Table 4: Perception on select women leaders promoting the other women leaders

S. N	Opinion	Frequency	Percent	Cumulative %
1	Yes	34	34.00	34.00
2	No	66	66.00	100.00
Total		100	100.00	

The table above analyses the perception of select 100 respondents connecting to factor either select women leaders in present analysis are promoting the other women leaders in politics, it is clearly evident from the above table values the majority of the respondents equivalent to 66% are not encouraging the other women leadership and the remaining 34% respondents are opined they are encouraging other women leaders in politics.

Table 5: Level of Leadership promoting the women leaders

S. N	Level	Frequency	Percent	Cumulative %
1	Lower Level	56	56.00	56.00
2	Middle Level	34	34.00	90.00
3	Same level as the Leader	08	08.00	98.00
4	Higher level than the Leader	02	02.00	100.00
Total		100	100.00	

The table - 5 analyses the factor ‘level of leadership promoting the women leaders’, it is noticed from the table the select women leaders in present analysis are primarily encouraging the lower level leader with the percent equals to 56% and followed by the middle level leadership with 34%, majority of the respondents opined that the select leaders are not encouraging and promoting the new women leaders as same level and higher level than the leader the support gained by these two levels are 8% and 2% respectively.

Table 6: Perception on why women leaders not promoting other women leaders

Factor	Sex		Total	
	Male	Female		
Ego	21	18	39	
Insecurity Complex	10	22	32	
Lack of Candidates	14	08	22	
Other	02	05	07	
Total	47	53	100	
Factor	Age			Total
	18 - 35	36 - 48	49 - 65	
Ego	04	07	18	29
Insecurity Complex	11	06	06	23
Lack of Candidates	09	15	11	35
Other	06	02	05	13
Total	30	30	40	100
Factor	Area		Total	
	Urban	Rural		
Ego	13	16	29	
Insecurity Complex	11	12	23	
Lack of Candidates	18	14	32	
Other	10	06	18	
Total	52	48	100	

The table - 6 explains the perception of select respondents connecting to factor ‘why women leaders are not promoting other women leaders’ in India, the opinions of select 100 respondents are collected and analysed based on their demographic classifications, it is noticed from the table four different reason for not promoting the existed women leadership not promoting the new leaders in politics. The select four factors are identified as ego, insecurity complex, lack of candidates and other reasons. Based on gender classification majority of female respondents said insecurity complex is the primary reason for not encouraging other women in politics and male’s respondent that ‘ego’ of established women leadership is primary reason for not encouraging the other women leaders in politics. According to age category majority respondents from age group 18 – 35 years said insecurity complex, age group 36 – 48 said lack candidates and respondent belonging to age group 49 – 65 said ‘ego’ is the primary reason of established women leaders are not encouraging other women leaders. According to gender classification based on are of respondent it is recorded as majority of urban respondent said lack of candidates and rural respondents said ‘ego’ is the primary reason for not encouraging the new generation of women leaders by the established women leaders in Indian politics.

Table 7: Perception on women leaders are more hostile & vindictive than men leaders

Opinion	Sex		Total	
	Male	Female		
Yes	17	26	43	
No	30	27	57	
Total	47	53	100	
Opinion	Age			Total
	18 - 35	36 - 48	49 - 65	
Yes	16	13	14	43
No	14	17	26	57
Total	30	30	40	100
Opinion	Area		Total	
	Urban	Rural		
Yes	20	23	43	
No	32	25	57	
Total	52	48	100	

The table - 7 recorded the perceptions of select respondents associated to factor ‘women leaders is more hostile & vindictive than men’, it is noticed from the table analysis that the majority of the respondents i. e., 57% no and remaining 43% said yes, this specifies the women leaders in are not more hostile and vindictive than the men leaders. This can be interpreted as the services executed by women politics are better than the men political leaders.

Table 8: Perception of Respondents on women is enemy to women in politics

Opinion of Respondent	Frequency	Percent	Cumulative %
Yes	52	52.0	52.0
No	48	48.0	48.0
Total	100	100.0	100.0

Table - 8 explains the perception of select respondents associated to factor ‘women is enemy to women in politics’, it is identified from present study the majority of the respondents opined the established women leaders within the party or outside party are become the enemy to other women leaders. The majority i. e., 52% are accepted women is enemy to women in politics and they observed lack of coordination and support from one among them and the majority of them are entered into politics due their family associating with any political party.

3. Conclusion

The present study analysis the different factors influencing the women political leaders in India, and also emphasized more on why women leaders who are already established are not promoting the new women leaders in India for future generation. The study found majority of the women enter into politics due to their family’s strong association with politics and supported by their family members, it is also determined in present study that the coordination and support among the women leaders is found less and the majority of the women leaders already in position are not encouraging other women leaders due two primary reasons which are identified as insecurity complex and ego of those leaders. The study is also found that the lack of qualified candidates is also one of the primary reason for not encouraging the women in politics by the other established women leaders in position.

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