



## **A Study on Women Leadership Style with reference to the Age and Experience in the Gujarat State**

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### **Abstract**

This study is basically focused on the different traits of women leadership style that have been required to lead a team. For this purpose, the author has taken an opinion from the different women leaders across the Gujarat State. The total sample that has been taken from the study is 100 and the sampling techniques that have been applied is non probabilistic convenient sampling. The leadership style that has been covered under this study are the Transactional Leadership and Transformational Leadership style. It has been noted that age wise majority of the women leaders are falling into the maturity of the age and the experience wise, majority of the women leaders are holding their experience from the 10 years to 20 years of duration. It has been noted that all the women leaders are having their difference of opinion for the two-women leadership style i.e., Transactional Leadership and Transformational Leadership style by considering their Age and Experience into their respective organization.

**Key Words:** Women Leadership Style, Transactional Leadership, Transformational Leadership, Age of women leaders, Experience of women leaders.

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### **1. Introduction**

In the context of the workplace, burnout is frequently defined as Maslach's triad of emotional tiredness, depersonalization or cynicism, and emotions of diminishing personal efficacy or achievement. Burnout among medical professionals affects the nation's general health. For patients to receive safe, top-notch care, it is crucial to understand its epidemiology, causes, consequences, and remedies. The best-studied populations for burnout are doctors and nurses, although practitioners and students in other health care professions have also been found to have significant burnout rates. All healthcare professions may be at risk for the same burnout risk factors.

The differences across professionals, however, are sufficient to justify considerations of burnout within specific professions and among demographic categories. This essay will concentrate on the problems that female doctors confront, but analogous studies for nurses, chemists, physical therapists, and other health care professionals should also be conducted. Although there is a dearth of knowledge about gender-related differences in physician burnout, women currently make up half of all new medical school students and a growing proportion of physicians in practise. Women physicians differ from their male counterparts in a number of ways, including possible lack of role models, difficulties faced by couples juggling two careers, having to accept having a finite number of years for childbearing, lack of pay parity, receiving fewer promotions to leadership positions, dealing with both conscious and unconscious biases, and experiencing higher rates of sexual harassment. In view of the anticipated physician shortages, it is imperative to keep female physicians. Women doctors said they are less satisfied with their employment and, given the opportunity, would not have chosen to become doctors because they experience greater work-related pressures and have less influence over their working conditions.

The statistics on the prevalence, root causes, clinical signs, and related effects of burnout among male and female doctors are reviewed in this article, with a focus on the characteristics that are more prevalent in female doctors. Designing effective measures to enhance physician well-being and to recognise, treat, and prevent burnout can be made easier by being aware of gender-related differences. Because of the variable use of terminology like sex, gender, male/man, and female/woman in literature on this subject, it can be difficult to understand how gender plays a part in burnout. Sex is defined as a biological variable by the World Health Organisation, who suggests using the word when the biological distinction is most prominent. According to this definition, gender refers to the socially created traits that distinguish males from women, including relational, hierarchical, historical, contextual, and institutional factors. Due to the social and biological conceptions of man and woman having a greater influence on burnout than the biological structures, this study refers to gender in connection to burnout. For instance, gendered demands on the job and in the home, as well as internal and external expectations, may cause burnout. These expectations are more pertinent to the discussion of physician burnout than the practitioner's sex or physical characteristics are.

## **2. Literature Review**

**Kotur, B. R., & Anbazhagan, S. (2014)** mentioned that this study's objective was to examine the many leadership philosophies used by employees at the Chittoor Sugar mill in the south Indian town of Chittoor, as well as how age and gender affect these philosophies. The study focused on the

three intriguing leadership philosophies—autocratic, democratic, and laissez-faire—that are at the top, bottom, and centre of the hierarchy of leadership power. According to the survey, the demographic leadership style is the most prevalent, and age and gender also have an impact on employees' leadership styles. The study also shows that when workers' ages rise, they tend to show less authority, and that workers' leadership trajectories are also shown to be influenced by their gender.

**Lipman-Blumen, J. (1992)** defined that this essay introduced the concept of "connective leadership," an integrative leadership paradigm that blends the classic American masculine ego-ideal with extra feminine role behaviours that are better suitable for an interdependent environment. Connective leadership, which is based on the L-BL Achieving Styles Model, places an emphasis on tying people to their own goals and egos as well as those of others. The distinctive behaviours people utilise to accomplish their goals are known as achieving styles. A total of nine different achieving styles are included in the Achieving Styles Model, which consists of three sets of accomplishing styles (direct, instrumental, and relational) that each comprise three individual achieving styles. There are reports of and connections between gender disparities in accomplishing styles and the connected leadership paradigm.

**Zeike, S., et.al. (2019)** mentioned that the working environment of today is continually evolving and presenting new problems to managers as a result of increased digitalization. The management of these difficulties requires effective digital leadership, which has emerged as a crucial idea in the debate over the sorts of skills managers need for digital transformation. Our study's key research question was whether digital leadership is related to upper-level managers' psychological wellbeing. They created a new scale for managers' digital leadership based on a qualitative pilot study and pertinent literature. A sample of 368 upper-level managers from a major German ICT business participated in our online poll. Potential impacts of digital leadership on psychological well-being (WHO-5) were examined using a stepwise logistic regression analysis. Higher well-being was substantially correlated with having superior digital leadership abilities, according to logistic regression studies. Results also demonstrated that our model was unaffected by gender, age, or management experience. Our study offers important new information on the relationship between manager wellbeing and digital leadership. However, more study is required to verify a causal association between digital leadership and wellbeing and to validate the recently constructed scale for digital leadership.

### 3. Research Methodology

#### 3.1. Research Problem

The basic ideas of this research paper was to identify the opinion of the women leaders towards the different women leadership style that have been inbuilt features among them and its impact on the performance of the organization among the different cities and villages in the Gujarat State.

#### 3.2. Objectives of the Research

- The core objective of this study is to find out the key parameters of the women leadership style due to which the performance of the organization are varying into the market.
- The research has also focused on to identifying the relationship between the two demographic profile of the women leadership with the traits of the women leaders to measure the significant difference in their performance.

#### 3.3. Hypothesis of the Research

**H<sub>01</sub>:** There is no significant association between the Age of Women leaders and the women leadership style that have been prevailing among them in the Gujarat State.

**H<sub>02</sub>:** There is no significant association between the Experience of Women leaders and the women leadership style that have been prevailing among them in the Gujarat State.

#### 3.4. Sample Size

The author had studied in total 100 female respondent as a part of the female who are doing leadership in any of the firms or academic institutions who are possessing the different traits and characteristics as a part of their leadership style.

#### 3.5. Sampling Techniques

To cover up the female respondent for the study, the researcher had gone for the Non-Probabilistic Convenient Sampling techniques that have been applied.

## 4. Data Analysis and Interpretation

**Table 1 – Demographic Profile of Women Leaders**

Demographic Profile	Category	Frequency	% of Frequency
Age	Up to 25 Years	05	05%
	26 – 40 Years	60	60%
	41 – 60 Years	30	30%
	More than 60 Years	10	10%
Educational	Graduation	22	22%

<b>Qualification</b>	Post-Graduation	37	37%
	Doctorate	16	16%
	Professional Degree	17	17%
	Others	08	08%
<b>Marital Status</b>	Single	32	32%
	Married	68	68%
<b>Type of Employment</b>	Permanent	71	71%
	Contractual	21	21%
	Others	08	08%
<b>Experience of Women Leaders</b>	Up to 5 Years	06	06%
	6 – 10 Years	22	22%
	11 – 15 Years	34	34%
	16 – 20 Years	20	20%
	Above 20 Years	18	18%

(Sources: Research Result)

From the above table for the demographic profile of the Women Leaders in the Gujarat State, it has been noted that, for the Age of the women leaders, the leaders in the age group of Up to 25 Years are 5%, for the 26 – 40 Years they are 60%, for the 41 – 60 Years they are 30% and for the age group of More than 60 Years it is 10%. For the Educational Qualification of Graduation degree it is 22%, for the Post-Graduation it is 37%, for the Doctorate it is 16%, for the professional degree it is 17% and for the Others category it is 08%. For the Marital Status of the women leaders in Gujarat State, the women leaders who are Single are 32% and who are Married are 68%. For the category of Type of Employment, the women who are in the category of Permanent they are 71%, for the Contractual it is 21% and for the Others it is 08%. By taking into consideration of the experience of the women leaders, those who are having the experience Up to 5 Years are 06%, 6 – 10 Years are 22%, 11 – 15 Years are 34%, 16 – 20 Years are 20% and above 20 Years are 18%.

**Table 2 – Factors for the Women Leadership Style**

<b>Women Leadership Style</b>	<b>Statements</b>	<b>Mean Score</b>
Transactional Leadership	The actions of my leaders are unpredictable.	3.55
	My leader finds it difficult to change with the times.	3.84
	My leader is difficult to get a hold of.	3.98

	My boss always owns up to her errors.	4.05
	With peers, subordinates, and superiors, my leader updates information.	4.23
	My motivation for completing anything continually is impatience.	4.11
Transformational Leadership	My leader sets a personal example of what she expects from others.	4.03
	My leader develops cooperative relationships among the people.	4.25
	My leader actively listens to different points of view.	4.10
	My leader praises people for the good work.	3.65
	My leader always welcomes new and innovative approaches to her work.	4.22
	My leader's confidence reflects in her abilities.	3.98

(Sources: Research Result)

From the above table for the Transactional Leadership, for the statement of “The actions of my leaders are unpredictable” the mean score is 3.55, for the statement of “My leader finds it difficult to change with the times” the mean score is 3.84, for the “My leader is difficult to get a hold of” the mean score is 3.98, for the statement of “My boss always owns up to her errors” the mean score is 4.05, for the statement of “With peers, subordinates, and superiors, my leader updates information” the mean score is 4.23, for the statement of “My motivation for completing anything continually is impatience” the mean score is 4.11.

for the Transformational Leadership, for the statement of “My leader sets a personal example of what she expects from others” the mean score is 4.03, for the statement of “My leader develops cooperative relationships among the people” the mean score is 4.25, for the “My leader actively listens to different points of view” the mean score is 4.10, for the statement of “My leader praises people for the good work” the mean score is 3.65, for the statement of “My leader always welcomes new and innovative approaches to her work” the mean score is 4.22 and for the statement of “My leader's confidence reflects in her abilities” the mean score is 3.98.

**Table 3: Significant Association between the Demographic Profile of the Women Leadership and Factors for the Women Leadership Style**

<b>Demographic Profile of the Women Leaders * Factors for the Women Leadership Style</b>	<b>P Value</b>	<b>Significant Association or Not</b>
Age of Women Leaders * Transactional Leadership	0.000**	Significant Association
Age of Women Leaders * Transformational Leadership	0.001**	Significant Association
Educational Qualification of Women Leaders * Transactional Leadership	0.000**	Significant Association
Educational Qualification of Women Leaders * Transformational Leadership	0.000**	Significant Association
Marital Status of Women Leaders * Transactional Leadership	0.000**	Significant Association
Marital Status of Women Leaders * Transformational Leadership	0.021**	Significant Association
Type of Employment of Women Leaders * Transactional Leadership	0.000**	Significant Association
Type of Employment of Women Leaders * Transformational Leadership	0.000**	Significant Association
Experience of Women Leaders * Transactional Leadership	0.000**	Significant Association
Experience of Women Leaders * Transformational Leadership	0.000**	Significant Association

(Sources: Research Result)

From the above table for the significant association between the demographic profile of the women in the selected cities of Gujarat State and the factors that are responsible for the women leadership style, it has been noted that with the consideration of the Age factors of the women leaders, there is a significant association with the Transactional Leadership and Transformational Leadership with having their P values 0.000 and 0.001. For the Educational Qualification factors, there are also significant association with both the style of women leadership with having their P values 0.000 for both. Marital Status of the women leaders are also having the significant association with the Transactional Leadership and Transformational Leadership with having their P values 0.000 and 0.021 and for the Type of Employment of Women Leaders are having the significant association with the Transactional Leadership and Transformational Leadership with having their P values

0.000 for both. Considering the Experience of the Women leaders, it has been noted that it has a significant association with both the women leadership style with having their P values 0.000 for both.

## **5. Findings, Conclusions and Suggestions of the Study**

From the above study for the it has been noted that the highest age factors group for the women leaders from the Gujarat State have been covered from the highest number of women leaders' respondents are covered from the age group of 26 – 40 Years followed by the 41 – 60 Years. For the Educational Qualification wise, the highest number of Women leaders are being covered from the post-graduation followed by the Graduation. Marital Status wise, the majority of the women leaders are Married, type of employment wise the majority of the women leaders are working in the permanent jobs followed by the contractual jobs and Experience wise of the Women leaders, majority of the women leaders are falling into the category of 11 – 15 Years followed by the 6 – 10 Years.

By considering the inner quality of the Transactional Leadership among the Women leaders from the Gujarat State, it has been noted that the highest importance has been allotted to the statement called “With peers, subordinates, and superiors, my leader updates information” followed by the “My motivation for completing anything continually is impatience”. For the Transformational Leadership, the highest importance that have been allotted to the statement called “My leader develops cooperative relationships among the people” followed by the My leader always welcomes new and innovative approaches to her work”.

Hence it has been concluded with the consideration of the finding of the study that there is a significant difference of opinion among the women leaders from the Gujarat State by considering their different Age group and the Experience that they are carrying into their specific organization for the two-women leadership style that have been covered out of this particular study.

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