

A Comparative Study on Managerial Styles Among The Women Executives in The Private and Public Sector in Chennai



HRM

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ABSTRACT

In today's fast moving and global trade, executives are willing to abandon traditional ways of making business to new and enhanced skills in order to be successful in this competitive world. These challenges create an important role for an executive in their organization. It requires more efficiency of progressing knowledgeable forces to conduct the business in the new way. Thus it requires planning, power, and control, organizing capabilities, management guidance...etc which lies in the hands of executive. The executive must select an appropriate style of the management to do the above mentioned activities in a successful manner. This study is dealt with analyzing the managerial style of the women executives in the private and public sector.

INTRODUCTION

Management styles are characteristic ways of making decisions and relating to subordinates. Management styles can vary from company to company, and of course within organizations themselves. Different styles are appropriate for different situations or types of business. Managers like Bill Gates and Warren Buffett have famously developed their own distinctive methods from which others can learn. However, the fact that the two examples are very different shows that there is no single route to success.

Women are a vital human resource contributing actively for the development of an organization and society. A social development strategy in the recent past includes advancement, development and employment of women as the central issue. Women are seen as active change agents breaking the "glass ceiling" or the "glass cage" and proving to be in equal footing with men. Women have proved their competence and worth in every field – be it justice or diplomacy, technology or politics, administration or astronauts.

Globally, women's participation in the labour market remained steady in the two decades from 1990 to 2010, hovering around 52 per cent. In contrast, global labour force participation rates for men declined steadily over the same period, from 81 to 77 per cent. In 2010, women's labour force participation rates remain below 30 per cent in Northern Africa and Western Asia; below 40 per cent in Southern Asia; and below 50 per cent in the Caribbean and Central America. The gap between participation rates of women and men has narrowed slightly in the last 20 years but remains considerable. Women are projected for 51.2 percent of the increase in total labor force growth between 2008 and 2018.

Although a large number of women representations at the middle level management and at an administrative level management the number surprisingly reduces at the top. There is an agreement that there are a large number of barriers for a woman to progress to a top level managerial position compared to men. On the other hand today women are increasingly entering in the leadership roles that traditionally have been occupied by men. This issue is generally discussed in the context with the style of the management by the women. These styles vary according to the nature of the company, subordinates, job etc.

OBJECTIVE OF THE STUDY

- To focus on the managerial style of the women executives in the private and public sector in Chennai.
- To investigate the discriminating managerial style of the women executives in private and the public sector companies in Chennai.

REVIEW OF LITERATURE

A study examined the relationship between the managerial style for both the private sector and the public sector in 1994. Organizational commitment and perceived management styles were examined using survey responses from 1418 employees from both public and private sector organizations, operating in Australia. Comparisons between the two groups of employees revealed higher commitment among private sector employees. These differences were consistent with differences in perceived management styles.

The operational concept of management style used in the study was found to incorporate four sub dimensions: (factor 1) the degree of "emphasis on flexibility and adaptation"; (factor 2) the degree of "emphasis on rules and regulations"; (factor 3) the degree of emphasis on "hierarchy and role specialization" and (factor 4) the degree of "work-group discontinuity/change." Multiple regression analysis revealed that the degree of organizational commitment as well as the extent of loyalty and attachment to the organization was affected positively by factor 1 and negatively by factor 2, in both public and private sectors. Factor 3 seems to have a positive effect on overall commitment, but more so in terms of the degree of attachment to the organization. Tenure and supervision were also found to have some effect on commitment, but more so in terms of feelings of attachment to the organization and in terms of feelings of loyalty/citizenship.

Joyce S. Osland, Monteze M. Snyder, Leslie Hunter (1998), found more women executives in the public sector than in the private sector. There is an important stream of research in the public-administration area analyzing self-reported traits to explore the effect of gender differences and gender stereotyping on the success of women in management.

RESEARCH METHODOLOGY

This study is a primary research. Respondents in the present study were 600 women executives from 6 different private and the public sector companies in the city of Chennai. Both the primary data and the secondary data were collected for the survey.

ANALYSIS AND FINDINGS

H0: There is no significant difference in the type of the organization and managerial style of the women executives.

Table No -1: Step wise Discriminant Analysis between the styles and Type of sectors

Styles	Variable	In	Wilks Lambda	Significant	Rao's V	Significant	Change in Value	Signi
Authoritative Style	1		0.9456	0.000	17.13767	0.000	17.1376	0.01
Coaching Style	2		0.9242	0.000	24.43334	0.000	7.29567	0.01
Coercive Style	3		0.9104	0.000	29.31283	0.000	4.87949	0.05
Affiliative Style	4		0.9026	0.000	32.13574	0.000	2.82291	NS
Pacesetting Style	5		0.8960	0.000	34.58456	0.000	2.44881	NS

Canonical Discriminant Functions

Eigen Value	Percent of variance	Cum Percent	Canonical correlation
0.1161	100.00	100.00	0.3225

The above Table No 1 shows the result of discriminant functional analysis of styles and the type of the organization. It indicates that out of six styles taken into the study, only five styles were included in the analysis out of which, only three styles are found to be significantly discriminating between the two groups i.e., Private and Public sector companies. Hence, Democratic Style which did not seem to discriminate significantly were not included in the discriminant function. It can be seen that the entry of the five Styles produced a significant change in Rao's V.

It is evident from the results that only three styles could discriminate significantly between the private and public company when all the factor were entered into stepwise method. These styles are: Authoritative Style (0.01 level), Coaching Style (0.01 level), Coercive Style (0.05 level). Other styles were presumably not important from the point of view of discrimination between the two groups. The size of the Eigen value is related to the discriminating power of the function. The larger the eigen value, the greater the discrimination. Since there were only two

groups, one function was derived and the discriminating power of that function was 0.116. The canonical correlation coefficient of 0.323 showed that there was a high degree of association between the two sets of scores, that is discriminate function and dependent variable. This correlation showed that the discriminate function discriminated between the two groups quite effectively.

CONCLUSION

Research reveals that managerial style plays a very significant role in any organization. The study helps to identify the common styles adopted at the private and the public sector. The sample comprised of a number of women from a diverse backgrounds. Many factors are involved in adapting the styles which is a distinctive way in which the executive in the top management performs the critical function. Styles differ from person to person, company to company and management to management. So the organization must provide a conducive environment to the women executives in order to get their goal achieved effectively and efficiently.

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