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Analysis of The New Trend Striving for Gender Balance in Leadership Position

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Abstract:

A wide range of positive results were provided to the organization by the Gender Balance (GB). Globally, there has been a growing emphasis on GB in leadership positions in recent years. Numerous nations have made efforts to encourage GB in leadership. The professions in most fields of work were dominated by females but women were underrepresented in leadership positions. The diversity in leadership is elevated despite observing those substantial advantages in the organizations. However, considerable attention ground on GB in leadership positions was not received on this topic in growing nations like India. To analyze the striving for GB in a leadership role in the workplace environment, this study was provided. The sample has been gathered as of 381 respondents by utilizing the convenience Random Sampling (RS) technique. The outcomes exhibited that there was a positive effect of gender on leadership aspiration which implies that the gender initiatives largely influenced the leadership aspiration of women. A substantial value of .03* was obtained by the men's leadership position when analogized to the women's leadership position. It also demonstrated a significant association between work experience and gender in a leadership position.

Keywords: Leadership, Gender balance, Gender bias, Equality, Female.

1. INTRODUCTION

Globally, there has been an elevating concentration on GB in leadership positions in recent years. India was ranked 108th for gender equality of gender gap as per the Global World Economic Forum's report in 2018(Martin et al., 2021).Agender gap with less than 5% of women serving as the board of directors' member prevails in the leadership ranks for corporate India. 30 to 35% out of the entire 400 million workforces are females in which only 20% of them work in urban India(Bhattacharya et al., 2018). Within the last few decades, there has been an elevation in the proportionof women in the workplace. For instance, 47 % of the workforce in the United States is female; however, only 14 % of top management positions were accounted for by women. Germany, the UK along withmost other western societies also exhibit similar patterns (Koburtay et al., 2020; Schuh et al., 2014). Striving for gender balance in leadership requires a significant institutional commitment to reverse the process. It also will eventually benefit the working environment (Gonzalez et al., 2020). The number of women in leadership roles was elevated by the GB in leadership, which is not only seen as an excellent organizational practice but also promotes diversity and practices. Enhanced problem-solving and decision-making were contributed by these elements; this may lead to more hybridized frameworks for policy development.

Unconscious bias is pervasive among men and women in many nations, companies, and various fields, and it has the consequence of favoring males over women (Grimson& Grimson, 2019; NSWGovernment, 2018).

The vast majority of those employed in the field of numerous sectors are women. However, within top institutionsin global policy and governance forums, in thought leadership panels, and across decision-making structures in the private together with public sectors, they were underrepresented. For the identical position, women's earnings are still lesser than men's. Rather than leadership, management, along with the operation, women's participation has conventionally grounded on administration and human resources eventhough their roles in diverse sectors were elevating progressively. Several reasons contributing to this effect have been detected. Initially, there is a selection bias recommending that male leaders assist and advance other male leaders favorably.To distance themselves as of other women along with refrain from assisting them via their career development process,this effect is elevated by female leaders' propensity in organizations with a male preponderance (Bardekjian et al., 2019; Braun et al., 2017; Dhatt et al., 2017). The striving for GB in a leadership role was analyzed by the presented methodology while GB in leadership has not been attained in many sectors, incorporating (i)Political Space,(ii) Education, (iii)Business, (iv)Sciencealong with (v)Technology. Analyzing the challenges and barriers faced by GB in leadership is the study's objective. Table 1 exhibits the diagrammatic representation of GB in a leadership role.

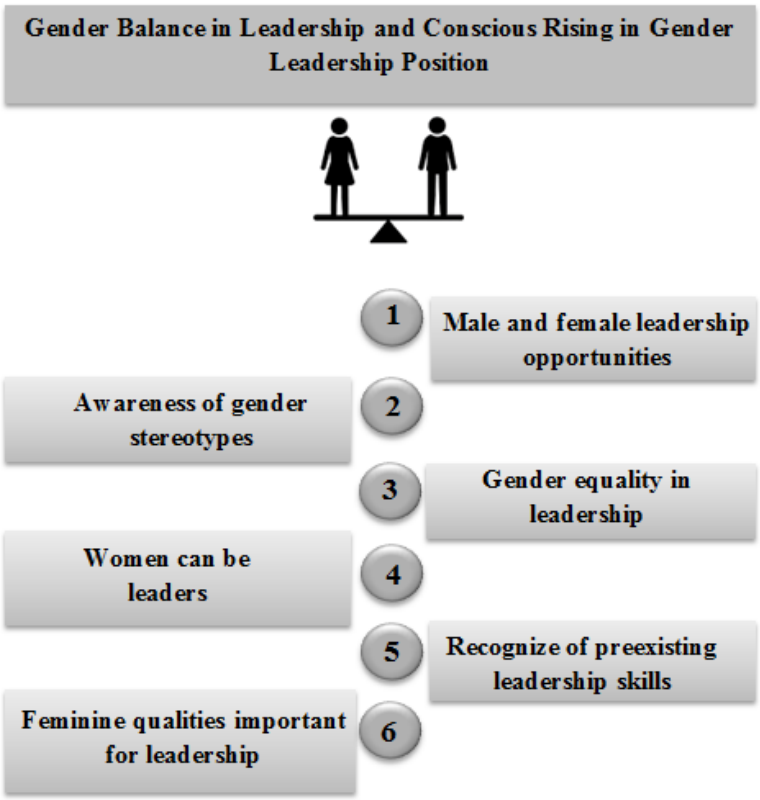

Figure 1: Gender balance in leadership

The presented research work's draft is organized as follows: in section 2, the prevailing work were explained; in section 3, the presented research methodology is explained; section 4 discussed the results, and the paper is concluded in section 5, which also explains the future direction enhancement of the research study.

2. RELATED WORKS

(Heggie et al., 2021)intended to analyze the gender imbalance for speakers at medical symposiums. From the General Dental Council (GDC) in the years 2018 and 2019, data has been taken. The outcome has been analyzed by utilizing descriptive analysis. The outcome indicated that in 21.4% of conferences, the gender was acceptably balanced. Additionally, as gender distribution, the specialist speaker's GB varied within the specialties. Misgendering might happen in the public domain since this study was grounded on self-report.

(Schlein et al., 2022)examined gender equity in leadership, membership, along with award recognition in the Wilderness Medical Society (WMS). From the conference attendees as of 2012-2020, a sample of data has been gathered. By using descriptive statistics, the gathered data has been analyzed. Further, a chi-square goodness of fit test was employed to analogize the gender distribution of awards and grants. However, a statistical likelihood was drawn as of self-reporting, which does not tackle the other gender groups in this study.

(Bakr, 2022)explored the challenges and barriers to the leadership roles of women at ImanAbdulrahman University (IAU) in Saudi Arabia. By utilizing a 5-point Likert scale, this study's sample has been gathered as of 74 respondents. Subsequently, linear regression analysis had been utilized to scrutinize the association betwixt gender and entire challenges. The outcomes concluded that there was no substantial diversity betwixt the gender and challenges for leadership experience along with years of experience i.e. $p>0.05$. This study might be subjected to general method bias by utilizing a qualitative model design.

(Meister et al., 2017)investigated the GB in senior positions and challenges faced by women leaders in industries. As of 21 women leaders in '3' industries in Australia, the data has been gathered. The outcome has been analyzed by utilizing a grounded theory development approach. Consequently, it made a conclusion that the internal identity asymmetries were predominately negative, and new positive work identities were incorporated by a few relayed stories of positively balanced asymmetries.

(Smirles et al., 2020)intended to scrutinizeJapanese women's perceptions of gender leadership along with roles. From 35 women in private Japanese women's universities in Tokyo, a sample of a study has been gathered by utilizing semi-structured interviews. Further, via purposeful sampling, the outcomes had been analyzed. Consequently, the outcomes concluded that the short together with long-term automatic gender stereotypes were diminished by the counter-stereotypic images of women leaders, which also identified bias in their lives. However, it does not be generalized to the entire Japanese women as this study was concluded by concentrating on college-aged women.

(Schueller-Weidekamm & Kautzky-Willer, 2012)explored the challenges of women physicians and mothers working in leadership positions. From 8 respondents in Austria, a questionnaire has been

gathered. The outcome represented that the barriers to career development include responsibility for family life, the time-consuming for child care, and woman's tendency toward understatement. A limited sample was gathered for the analysis, which was the limitation of this study.

(Akter et al., 2017)inspected gender equity and women's empowerment in the agriculture sector in Southeast Asia. From 290 women farmers in Thailand, the Philippines, Myanmar, and Indonesia, the data has been gathered. The outcome has been analyzed by utilizing a combination of deductive and inductive approaches. The outcome showed that an active role was played by women in agricultural groups in the Philippines and Thailand; also, in Myanmar and Indonesia, this was predominantly men's territory. In certain domains of empowerment, the trends that refute the traditional narratives of gender inequity in agriculture were also revealed. The outcome might be generalizable in this study owing to a petite sample size per country.

(Humbert et al., 2019)envisioned to analyze the gender beliefs in thwarting women's equal participation in leadership positions. From Eurobarometer (EU) survey, secondary data has been gathered. The hypotheses were engendered along with the gathered data has been analyzed via an analytical model. Consequently, the outcome demonstrated that the relationship was mediated partially by discriminatory gender beliefs,which formed a negative influence amongst men leaders. However, the opinion of data was sought by Eurobarometer, which in turn confines the outcome's validity.

(Kairys, 2018)scrutinized the leadership skills of senior management roles in vocational education training (VET). From 100 senior managers hired in Australian VET, a data sample has been gathered. For the outcome analysis, the Leadership Skills Strataplex Model (LSSM) has been employed. Consequently, the outcome exposed that leadership with men on task-orientated leadership skills were influenced by gender, whereas, the relationship development of leadership skills was focused on by the women. The study's limitations were that the outcomes were derived as of the employee's perspective and not from the employer's perspective.

(Pirtskhalaishvili et al., 2021)explored thedevelopment factors of leadership in an organization along withthe substantiatedimpact on GB in organizations. As of 429 respondents in Tbilisi, Georgia, the questionnaire data has been gathered. The outcome was analyzed by utilizing principal component analysis. The outcome exhibited that the indicator's influence of GB in management efficiency that was statistically substantial at p= 0.05was confirmed by the Sobel test along with encompass the mediator effect. However, it could not be extended to other geographical regions or another different cultural country as the study outcome was grounded on one country.

3. RESEARCH METHODOLOGY

To analyze the GB in leadership among both male and female employees, the present research study is conducted. The convenience RS grounded on a well-structured questionnaire and quantitative research is the methodology adopted in this study. From 415 respondents as of diverse organizations working in various metro cities in India, the data sample was gathered. The questionnaire was prepared by utilizing a five-point Likert scale. 381 respondents out of 415 respondents completed the survey and the remaining 34 respondents did not reply properly to the structured questions. Also, as of papers, journals, books and reviews, and websites, secondary data were gathered. The frequency distribution of

respondents' responses from the research questionnaire was identified by using Descriptive statistical analysis,which alsodescribes in depth the studied variables. Percentage analysis, mean and Standard Deviation (SD) were the simple statistical tools that were used to analyze the data interpretation. Table 1 exhibits the respondent's demographic characteristics.

Table 1: Demographic characteristics of the respondents (N=381)

Demographic characteristics	**Frequency (N)**	**Percentage (%)**
Age		
Less than 25	28	7.34%
25 to 35	70	18.37%
35 to 45	167	43.83%
Above 45	116	30.44%
Gender		
Male	213	55.90%
Female	168	44.09%
Job description		
Business	123	32.28%
IT	117	30.70%
Health	53	13.91%
Others	88	23.09%
Years of experience		
10 years or less	217	56.95%
Above 10 years	164	43.04%
Leadership positions		
CEOs	75	19.68%
Senior executives	98	25.72%
Supervisors	113	29.65%
Others	95	24.93%

Table 1 exhibits the respondent's details given with regard to their age, gender, job description, years of experience, and leadership positions of the respondents. Between the age groups of 35 to 45, the majority of respondents are present, which is 43.83%. Then, the respondents betwixt the age groups of above 45 were 30.44%, followed by 25 to 35 (18.37%), and less than 25 (7.34%). Male and female are the classifications of gender. The highest percentage of 55.90% was attained by the male respondents when analogized to the female respondents whose percentage is 44.09%. Moreover, the respondents' job description was given. Here, 32.28% of respondents were business followed by IT (30.70%), others (23.09%), and health (13.91%). 56.95% was the percentage for the majority of respondents working 10 years or less than 10 years, whereas, 43.04% was attained for the respondents above 10 years. Finally, the respondents' leadership positions were given. The higher percentage of respondents were supervisors (29.65%) followed by senior executives (25.72%), others (24.93%), and CEOs (19.68%).

3.1. Analysis of variance of gender balance in leadership

Table 2: Analysis of GB in leadership with t-test

Gender categories	Mean (M)	SD	Level	t-value	P-value
Males					
Leadership position					
CEOs	3.11	0.93	Neutral	4.52	0.03*
Senior executives	3.98	0.57	Neutral		
Supervisors	4.23	0.51	Neutral		
Others	3.67	0.49	Neutral		
Females					
Leadership position					
CEOs	3.33	0.99	Neutral	0.11	0.98
Senior executives	3.75	0.62	Neutral		
Supervisors	3.68	0.72	Neutral		
Others	3.54	0.88	Neutral		

*p>.05 significant

The analysis of GB with respondents' leadership positions (Bakr, 2022) was illustrated in table 2. The GB in leadership was computed by using an analysis of variance and t-test. A statistical difference between the male gender leadership position and the female gender leadership positions was present here. The highest mean value (4.23) was attained by the supervisors by analyzing the male leadership positions followed by senior executives (3.98), others (3.67), and CEOs (3.11). The level of therespondent's leadership position was neutral along with its t-value and p-value are 4.52, and 0.03* respectively. 3.75 is the highest mean value attained by the senior executives in the female leadership positions and its SD value is 0.62, whereas, the CEOs attained the lowest mean value in the leadership position of females, i.e. 3.33. 0.11 and 0.98 are the t-value and p-value of females' leadership positions. Here, a significant value than the female leadership position was obtained by the male leadership position.

3.2. Barriers and challenges of gender balance in leadership

Table 3: Analysis of challenges and barriers toGB in leadership

Barriers and challenges	Mean	SD
Lack of educational	4.23	0.61
Family, kids, elders	4.11	0.72
Physical strength	3.98	0.78
Ageism	4.04	0.65
Lack of mentorship	3.79	0.79
Racism	3.65	0.64
Organizational change	3.99	0.66

The barriers and challenges of GB in leadership are demonstrated in table 3. The factors of challenges and barriers taken for the analysis were lack of educational support, family, kids, and elders, physical strength, ageism, lack of mentorship, racism, and organizational change (Bardekjian et al., 2019). For every factor, the mean and SD were computed. Here, the highest mean value (4.23) was obtained by the factor of lack of educational support, which has anSD of 0.61 followed by family, kids, and elders (M= 4.11, SD= 0.72), ageism (M= 4.04, SD=0.64), organizational change (M= 3.99, SD= 0.66), physical strength (M= 3.98, SD=0.78), lack of mentorship (M= 3.79, SD= 0.79), and racism (M= 3.65, SD= 0.64). Figure 2 exhibits the graphical representation of the mean and SD of barriers and challenges.

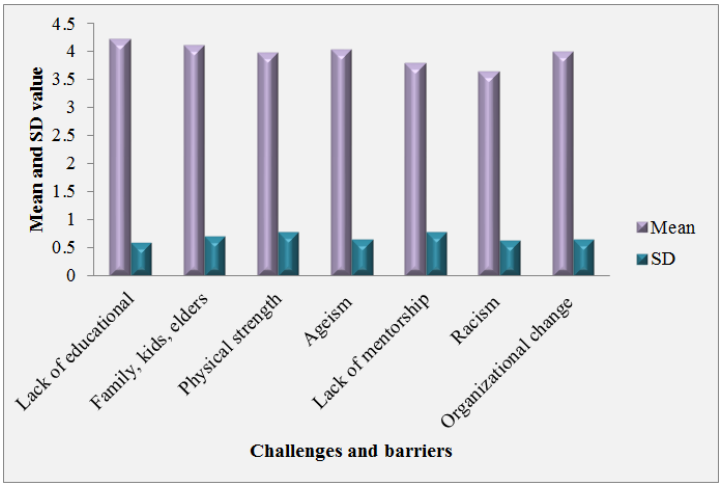

Figure 2: Graphical representation of mean and SD of barriers and challenges

3.3. Leadership aspiration among gender

Table 4: Analysis of leadership aspiration among gender

Leadership aspirations	Mean	SD
Like to become a leader in my	4.77	1.97

career field		
Like to train others	4.54	2.09
Devoting energy to getting promoted in the organization or business	4.71	2.17
Like to be in a higher position of greater responsibility	4.67	2.13
Updated my skills in order to be more competitive for promotion.	4.49	1.84

The leadership aspiration among gender and the mean and SD computed for each variable of leadership aspirations were illustrated in table 4 (Fritz & Knippenberg, 2018).The highest mean value (4.77) was attained by the variables of leadership aspirations of "Like to become a leader in my career field" along with an SD of 1.97. The second highest position was secured by the variables of "Devoting energy to getting promoted in the organization or business" with a value of 4.71. Further, the third highest mean value (4.67) was obtained by the variables of "Like to be in a higher position of greater responsibility". The lowest mean value (4.54) was attained by the variable "Like to train others" when analogizing all the variables.

4. RESULT AND DISCUSSION

The data as of the gathered samples were analyzed and discussed in this section. By using regression analysis, the hypotheses were engendered and tested. Moreover, for the leadership aspiration, gender, work experience, job description, and leadership role, the correlation coefficient was computed, which was then analyzed and discussed.

4.1. Hypothesis development

H1: Gender relates to higher leaders of men than women

H2: Gender associates to transformational leadership in such a kind that women are higher than men

H3: Gender balance has a substantialassociation with leadership role occupancy

Table 5: Regression analysis testing of hypothesis

	H1		**H2**		**H3**	
	b	**SE**	**b**	**SE**	**b**	**SE**
Age	.00	.00	.01	.01	.09*	.04
Leadership position	.19	.15	.11	.11	.71*	.35
Gender	.16*	.12	-.13*	.09	.82*	.37
Transformational leadership	-	-	.97*	.48	-	-
R^2	.06	.06	-	-	.09	.09

* p<.05; One-tailed

The regression analysis of the hypothesis testing was exhibited in table 5. The provided '3' hypotheses are tested and the significant relationship with age, gender, leadership position, and transformational leadership was identified (Hernandez Bark et al., 2016).Moreover, one-tailed significance was utilized to give the hypotheses' directional nature. A significant relation to GB in leadership was created by gender in H1 (b=.16*, SE=.12), H2 (b= -.13*, SE=.09), and H3 (b= .82*, SE=.37) in line with the hypotheses. Moreover, a substantial association with hypothesis 3 was obtained by the leadership position and age, which is (b= .71*, SE=.35), and (b= .09*, SE=.04). After that, a substantial association with hypothesis 2 was obtained by the transformational leadership, which is (b=.97*, SE=.48).

4.2. Descriptive statistics and correlation coefficient

Table 6: Analysis of descriptive statistics and correlation coefficient

	Mean	**SD**	**1**	**2**	**3**	**4**	**5**
Leadership aspiration	3.15	0.97	(.99)				
Gender	-	-	.03				
Work experience	22.66	12.04	-.24**	.50**			
Job description	-	-	.31**	-.17**	-.08		
Leadership role	-	-	.23**	.05	.13*	.18**	.53**

* p< .05, ** p < .01

The descriptive statistics of mean and SD, and the correlation coefficient for leadership aspiration, gender, work experience, job description, and leadership role were analyzed in table 6 (Fritz & Knippenberg, 2018). The highest mean value of 22.66 was attained by the work experience,which has an SD value of 12.04, whereas, 3.15 and 0.97 were the mean and SD for the leadership aspiration respectively. Here, a substantial correlation with gender was formed by the work experience, which is .50**, and also exhibits a negative correlation with leadership aspiration i.e. -.24**. Moreover, the job description has a significant correlation of .31** with the leadership aspiration along with a negative correlation of -.17** and -.08 with gender and work experience respectively. However, a significant correlation was encompassed by the leadership role with all the given variables.

5. CONCLUSION

To analyze the striving for GB in leadership positions in India, this study was performed. From 381 respondents as of various metro cities in India, data has been taken.For the data collection, a convenience RS technique was employed in this study. Moreover, by utilizing regression analysis, the hypothesis was engendered and tested. This study made a conclusion that the highest mean value of 4.77 was attained by the leadership aspirations of respondents who were like to become a leader in the career field. Therefore, the initiatives of gender largely influenced women's leadership aspirations; also, men's

leadership position (0.03*) attained a significant value than women's. It also showed that work experience was highly correlated with gender in a leadership role. However, only data as of metro cities of limited organizations in India were gathered in this study. This study can be extended in the future by pondering more populations and can be performed in all sectors. To effectively reflect diversity, it should concentrate on GB in leadership, not just by gender but by several other factors as well. Thus, it makes a contribution to formal knowledge and detects the measures to stimulate more similar dissemination of leadership positions in men and women.

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