

**FINAL REPORT ON MAJOR RESEARCH PROJECT**

**ON**

**LEADERSHIP STYLE IN RELATION TO GENDER,  
GENDER IDENTITY AND EMOTIONAL  
INTELLIGENCE- A STUDY OF THE INDIAN  
GOVERNMENT SECTOR**

**(MRP-MAJOR-MANA-2013-28322)**

**SUBMITTED TO**

**UNIVERSITY GRANTS COMMISSION**

**NEW DELHI**

**SUBMITTED BY:**

**Dr. Navjot Kaur**

**Professor, School of Management Studies**

**Punjabi University,**

**Patiala**

Annexure- VIII

FINAL REPORT ON THE ROJECT

**TITLED : LEADERSHIP STYLE IN RELATION TO GENDER, GENDER IDENTITY AND EMOTIONAL INTELLIGENCE- A STUDY OF THE INDIAN GOVERNMENT SECTOR**

1.	Project report No. 1st /2nd /3rd/Final	Final
2.	UGC Reference No.F.	F No. 5- 255/2014(HRP)
3.	Period of report	01.07.2015 to 30.06.2018
4.	Title of research project	LEADERSHIP STYLE IN RELATION TO GENDER, GENDER IDENTITY AND EMOTIONAL INTELLIGENCE- A STUDY OF THE INDIAN GOVERNMENT SECTOR
5.	(a) Name of the Principal Investigator  (b) Deptt.  (c) University/College where work has progressed	Navjot Kaur  School of Management Studies  Punjabi University, Patiala
6.	Effective date of starting of the project	01.07.2015
7.	Grant approved and expenditure incurred during the period of the report: a. Total amount approved Rs. b. Total expenditure Rs  c. Report of the work done: (i) Brief objective of the project	The main objective of the study was to examine difference, if any, in leadership styles of male and female leaders in the top level management positions in the government sector. Another major objective

		<p>was to find out the link between leadership effectiveness and differences across biological sex. Further, the aim was to find the relation of gender identities of the leaders with the leaders' style of leading. The research also aimed to investigate the emotional intelligence of leaders to find out if it plays a role in the context of leadership effectiveness.</p>
	<p>ii. Work done so far and results achieved and publications, if any, resulting from the work</p>	<p>Please refer appendix A</p>
	<p>iii. Has the progress been according to original plan of work and towards achieving the objective. if not, state reasons</p>	<p>Progress has been as planned</p>
	<p>iv. Please indicate the difficulties, if any, experienced in implementing the project</p>	<p>The major difficulty faced during the implementation of the project has been data collection. Since, the data had to be collected from civil service officers, getting time from the officers was a big hurdle. The officers due to paucity of time found it difficult to provide the information.</p>
	<p>v. If project has not been completed, please indicate the approximate time by which it is likely to be completed. A summary of the work done for the period (Annual basis) may please be sent to the Commission on a separate sheet.</p>	<p>Not Applicable The project has been completed</p>
	<p>vi. If the project has been completed, please enclose a summary of the findings of the study. One bound copy of the final report of work done may also be sent to University Grants Commission.</p>	<p>The dominant leadership style of officers is passive/avoidance leadership and transactional leadership style. It was found that</p>

		<p>majority officers showed either passive/avoidance style or transactional style of leadership. This means that these officers just follow the rules and regulations and do not show innovativeness and initiative to bring about change. The creative decision making and emotional inspiration that can be provided by transformational leaders is lacking. Leadership style is related to education level. Higher the education, more the officer possesses transformational leadership style. The study found that post graduates or doctorates officers displayed transformational style more than officers who are only graduates. Probably education provides more exposure and maturity in these officers. Officers in the lowest age group exhibited highest level of transformational leadership style and as age increased the scores decreased. The younger officers</p>
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		<p>probably get discouraged and resort to the prevalent transactional or passive/avoidance style. Both, male and female officers display transactional style of leadership.</p> <p>Age has no relation to Transactional style. Officers of all ages have transactional style of leadership. Officers belonging to all age groups have transactional style. Gender, age or education has no relation to passive/ avoidance leadership style.</p> <p>Majority of officers have either an undifferentiated gender identity or an androgynous gender identity. This means that there are very few officers that have a fully masculine or feminine gender identity. Majority have a mix of both traits. Officers having undifferentiated gender identity have a low transformational leadership style. On the other hand, officers having androgynous identities, score high on transformational style. Androgynous</p>
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		<p>identity indicates a person having both male and female traits. Majority of officers have an average or above average level of emotional quotient. This is a positive finding as average or high emotional intelligence helps in effective working style and interpersonal relationships. Emotional quotient did not show any relation with gender, age or educational qualification.</p> <p>Emotional Quotient did not have any relationship with leadership style of Officers. The leadership style did not vary with emotional quotient. But it may be helping officers in better coping mechanisms and interpersonal styles. Subordinates working under these officers did not find officers to be displaying either transformational or transactional styles of leadership. This indicates that the effectiveness of any of these styles is low among the officers.</p>
	vii. Any other information which would	a) One project fellow was appointed,

	<p>help in evaluation of work done on the project. At the completion of the project, the first report should indicate the output, such as (a) Manpower trained (b) Ph. D. awarded (c) Publication of results (d) other impact, if any</p>	<p>who got trained in research.</p> <ul style="list-style-type: none"> <li>b) The project fellow also got registered for PhD on a related topic which is supplementary in nature to the present project.</li> <li>c) Research papers have been communicated and accepted for publication. Paper was also presented at an International conference.</li> <li>d) The findings and recommendations presented in the report will have a far reaching influence on the selection and training of civil service officers.</li> </ul>

## ANNEXURE- IX

### INFORMATION ON THE MAJOR RESEARCH PROJECT

#### **TITLED: LEADERSHIP STYLE IN RELATION TO GENDER, GENDER IDENTITY AND EMOTIONAL INTELLIGENCE- A STUDY OF THE INDIAN GOVERNMENT SECTOR**

Title of the Project	LEADERSHIP STYLE IN RELATION TO GENDER, GENDER IDENTITY AND EMOTIONAL INTELLIGENCE- A STUDY OF THE INDIAN GOVERNMENT SECTOR
Name and ADDRESS OF THE PRINCIPAL INVESTIGATOR	Dr. Navjot Kaur Professor, School of Management Studies, Punjabi University, Patiala- 147002
NAME AND ADDRESS OF THE INSTITUTION	School of Management Studies, Punjabi University, Patiala -147002
UGC APPROVAL LETTER NO. AND DATE	F No. 5-255/2014/(HRP) DATED 17.08.2015
TENURE OF THE PROJECT	Three years
TOTAL GRANT ALLOCATED	Rs. 6,51,000
FINAL EXPENDITURE	Rs. 5,81,143
TITLE OF THE PROJECT	LEADERSHIP STYLE IN RELATION TO GENDER, GENDER IDENTITY AND EMOTIONAL INTELLIGENCE- A STUDY OF THE INDIAN GOVERNMENT SECTOR
OBJECTIVES OF THE PROJECT	- The objectives of the study were:  1. To find out the dominant leadership style (Transactional and Transformational) in the government sector and compare the style of male leaders to that of female leaders.  2. To investigate the gender identity and compare the leadership style of the leaders on the basis of their gender identity, irrespective of their biological sex.  3. To analyze the relationship of emotional

	intelligence of leaders with their leadership style.
<b>WHETHER OBJECTIVES WERE ACHIEVED</b>	Yes ( Refer Appendix B)
<b>ACHIEVEMENTS FROM THE PROJECT</b>	<p>The major achievement of this project is that it has explored the leadership style and its effectiveness of Government officers which can help achieving the objectives of the state and central governments.</p> <p>The recommendations can help government implement its policies regarding developmental activities.</p>
<b>SUMMARY OF THE FINDINGS (IN 500 WORDS)</b>	<ul style="list-style-type: none"> <li>• The dominant leadership style of officers is passive/avoidance leadership and transactional leadership style. It was found that majority officers showed either passive/avoidance style or transactional style of leadership. This means that these officers just follow the rules and regulations and do not show innovativeness and initiative to bring about change. The creative decision making and emotional inspiration that can be provided by transformational leaders is lacking. Leadership style is related to education level. Higher the</li> </ul>

education, more the officer possesses transformational leadership style. The study found that post graduates or doctorates officers displayed transformational style more than officers who are only graduates. Probably education provides more exposure and maturity in these officers.

- Officers in the lowest age group exhibited highest level of transformational leadership style and as age increased the scores decreased. The younger officers probably get discouraged and resort to the prevalent transactional or passive/avoidance style.
- Both, male and female officers display transactional style of leadership.
- Age has no relation to Transactional style. Officers of all ages have transactional style of leadership. Officers belonging to all age groups have transactional style.
- Gender, age or education has no relation to passive/ avoidance leadership style.
- Majority of officers have either an undifferentiated gender identity or an androgynous gender identity. This means that there are very few officers that have a fully masculine or feminine gender identity. Majority have a mix of both traits. Officers having undifferentiated gender identity have a low

transformational leadership style. On the other hand, officers having androgynous identities, score high on transformational style. Androgynous identity indicates a person having both male and female traits. This conclusion totally matches with Ivan (2012) who argued about the importance of sex role or gender identity as the potential predictor of different leadership styles. The role of nonverbal sensitivity (Rosenthal et al., 1979) has also been discussed. The results showed that participants with psychological androgynous features tend to use more transformational leadership style and the sex-role identity predicts leadership patterns especially in case of men participants. Even though women proved to be more nonverbally accurate in comparison to men, the relation is weak in case of women with high feminine identity.

- Majority of officers have an average or above average level of emotional quotient. This is a positive finding as average or high emotional intelligence helps in effective working style and interpersonal relationships. As studied by Brown (2014) the effects of emotional intelligence (EI) and leadership styles on sales performance and

	<p>came up with the conclusion that both transactional and transformational leadership styles and the level of emotional intelligence acuity can effect and determine the level of salespersons performance.</p> <ul style="list-style-type: none"> <li>• Emotional quotient did not show any relation with gender, age or educational qualification.</li> <li>• Emotional Quotient did not have any relationship with leadership style of Officers. The leadership style did not vary with emotional quotient. But it may be helping officers in better coping mechanisms and interpersonal styles.</li> <li>• Subordinates working under these officers did not find officers to be displaying either transformational or transactional styles of leadership. This indicates that the effectiveness of any of these styles is low among the officers.</li> </ul>
<p>CONTRIBUTION TO THE SOCIETY</p>	<p>The finding of the project regarding leadership style of Civil service officers is of utmost importance for the country. The Government must train its officers to adopt transformational leadership. Specific training and feedback modules are available which can be adopted for the purpose. Right after selection or at later stages,</p>

	<p>leadership training must be provided to these officers. Transactional or Passive/avoidance styles have shown to work in running routine jobs, but nation building requires transformational style.</p>
<p>WHETHER ANY PH.D. ENROLLED/PRODUCED OUT OF THE PROJECT</p>	<p>PhD enrolled, which is closely related to the project. PhD is in progress by Harshdeep Kaur who is also a co author in the published papers.</p>
<p>NO. OF PUBLICATIONS OUT OF THE PROJECT</p>	<p>Number of publications – 03  Communicated and accepted- 02  Paper presentation - 01</p>

## **Appendix A**

### **(Annexure- VIII- 7- c-ii)**

Work done so far and results achieved and publications, if any, resulting from the work:

Carrot and stick approach of management is long lost. Today is the era of shared growth. Management has to take its employees along, while on the up-hill drive to success. The changed dimensions have brought in a new definition and understanding of the concept called 'leadership'. Flatter- organizations and team style of functioning has dispelled the masculine traits long associated with leadership. Today, much more is needed from a leader than the qualities of dominance, structure and risk-taking ability. This era ushered in the need for a leader to be relationship oriented, nurturing and participative to lead the groups successfully. These qualities have long been associated with the female sex. So, the changed organisational dimensions make it important to study the leadership styles on the basis of biological sex, as these differences, if any, that emerge may indicate which sex may rule the roost in the coming times.

Emergence of women in larger number in the leadership positions is another factor that raises the need of a gender based study of leadership. As more and more women reach the top echelons of management, it becomes very important for organizations to understand their behaviour and style of functioning. A pertinent question that arises here is, why so much focus on women or gender in context of leadership styles? This is because of the strong connection we hold in our minds between 'masculine traits' and 'leader'. It becomes important to focus on non-prototypical members of a category.

Not only studying the style of functioning on the basis of gender is a need of the time, it's also important to study the outcome of these styles. Comparing leadership effectiveness on the basis of biological sex will throw light on the performance of males and females at these positions and when this beam moves across the glass-ceiling, it might just illuminate the organizations on the under-representation of women in their management and its effect on their success.

Because of multiple views presented by the researchers on the relation of biological sex with leadership styles and effectiveness over time and across boundaries, sociologists and psychologists came out with another explanation for this. It was indicated that a person may have a style of functioning opposite to that of his biological sex under the influence of his social moorings and organizational context. Thus, it becomes important to study the gender identity with which an individual identifies. Further, how this identity relates to his/her style of leadership is a pertinent question. Thus, the study of effect of society and job dimensions on an individual's gender identity irrespective of his biological sex is important and much needed.

While conducting the review of literature it was observed that, most of the researchers emphasize on the influence of 'organizational context' on masculinity/femininity of the leaders as well as their leadership style. But to its sharp contrast, most of the research has been conducted either on management students or in non-organizational set-up like social service oriented mahila Mandal, army and church (sisters & brothers). This brought to light a gap in the literature, where a very important and well established influencer has not been extensively researched. This became a motivation and need to carry out this research in the real world organizational context.

The concept of changing work-force dynamics, women in leadership and social influence on emotional intelligence in the form of gender identity are relatively recent in our country as

compared to the west. Reviewing the literature one can see that not much work on studying leadership styles on the basis of biological sex, gender identity and EQ have been done in the Indian context. Of the related work that has been done in this area, even lesser has been done on the government sector of our country. Thus, there is a clear and impelling need to study leadership styles of men and women leaders in the top management positions in the government sector of India.

The study included officers of Punjab Civil Services along with allied PCS. Officers who directly get selected via Punjab Public Service Commission (PPSC) have been covered under this research study.

Taking into consideration the objectives of the study, appropriate questions were framed. The questionnaire used in this particular research study comprises of three different scales:

- Multifactor Leadership Questionnaire
- The Bem Sex Role Inventory
- The Bar On scale

Reliability and validity of all the selected scales was checked before using the same for final data collection.

The information was collected from the respective respondents through questionnaires and the complete information and accuracy of the data was checked through some procedures. The responses were coded with numbers to make the analysis simple and convenient using Statistical Package for Social Science (SPSS). SPSS Version 21.0 has been used to interpret the results of this research study. Descriptive as well as Inference analysis was used.

Descriptive statistics such as mean, standard deviation, minimum as well as maximum values were calculated to study the nature of distribution of scores of variables – ethical behavior, organizational commitment, personal values, corporate ethical values and spirituality.

Frequency and percentage distribution was used to analyze the demographic profile of respondents.

To ascertain the extent of relationship between several variables under study, Pearson product moment correlations between gender, gender identity and leadership style was calculated. Closer the correlation coefficient ( $r$ ) gets to 1.0, better the relationship is (**Sekaran, 2003**).

Independent t-test has also been used to study the significant differences among various variables under study.

One way analysis of variance (ANOVA) used to study the effect of various demographic variables such as age, gender and education level etc.

The dominant leadership style of officers is passive/avoidance leadership and transactional leadership style. It was found that majority officers showed either passive/avoidance style or transactional style of leadership.

Majority of officers have either an undifferentiated gender identity or an androgynous gender identity. This means that there are very few officers that have a fully masculine or feminine gender identity. Majority have a mix of both traits. Officers having undifferentiated gender identity have a low transformational leadership style. On the other hand, officers having androgynous identities, score high on transformational style.

Emotional Quotient did not have any relationship with leadership style of Officers. The leadership style did not vary with emotional quotient. But it may be helping officers in better coping mechanisms and interpersonal styles.

Publications related to the project:

1. Navjot kaur and Harshdeep kaur, 'Effect of age, gender and education level of Punjab Civil Service officers on ethical decision making' International Journal of Research and Analytical review ISSN 2349-5138

2. Navjot Kaur and Harshdeep Kaur, "Ethical Ideology and Ethical behaviour: A study of Civil Servants of Punjab and Chandigarh" vol 5 issue 6 ISSN 2349-5162
3. Navjot Kaur and Harshdeep Kaur, "Effect of Corporate Ethical Behaviour on Behaviour of Civil Service Officers of Punjab", Indian Management Studies Journal, 2018 ISSN 0974-4355
4. Navjot Kaur and Harshdeep kaur, "Spiritual Intelligence of Civil Servants of Punjab and Chandigarh in relation to their Ethical Behaviour" International journal of Management Studies, 2018 ISSN 2249-0302
5. Navjot Kaur and Harshdeep Kaur," Leadership Style in Relation to Gender Identity: A study of Public Sector of Punjab, India" presented at Congress of Political Economists, COPE, International, USA conference held in Jakarta, Indonesia July, 2018.

## **Appendix- B**

(Item 12- Objectives Achieved)

The project had three objectives. The objectives of the study were:

1. To study the dominant leadership style in the government sector and compare the style of male leaders to that of female leaders
2. To investigate the gender identity and compare the leadership style of the leaders on the basis of their gender identity, irrespective of their biological sex.
3. To analyze the relationship of emotional intelligence of leaders with their leadership style.

All the above objectives have been met.

- Regarding the first objective, it has been found that the dominant leadership style of officers is passive/avoidance leadership and transactional leadership style. It was

found that majority officers showed either passive/avoidance style or transactional style of leadership.

- The second objective was regarding the comparison of male and female officers. Both, male and female officers display transactional style of leadership.
- Majority of officers have either an undifferentiated gender identity or an androgynous gender identity. This means that there are very few officers that have a fully masculine or feminine gender identity. Majority have a mix of both traits. Officers having undifferentiated gender identity have a low transformational leadership style. On the other hand, officers having androgynous identities, score high on transformational style.
- The third objective was regarding emotional intelligence. It was found that majority of officers have an average or above average level of emotional quotient. This is a positive finding as average or high emotional intelligence helps in effective working style and interpersonal relationships. Though Emotional Quotient did not have any relationship with leadership style of Officers. The leadership style did not vary with emotional quotient. But it may be helping officers in better coping mechanisms and interpersonal styles.