Femininity Influences On Cross Culture Leadership

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Abstract- **Purpose-** The purpose is to study the Hofstede's Cultural dimensions (Power distance, Uncertainty avoidance, Individualism / Collectivism, Masculinity / femininity, Time orientation) and to determine the gender discrimination in the Indian MNCs.

Design/Methodology- The approach taken was quantitative analyses. The study conducted on 314 employees where data collected through the online Questionnaire from the Delhi and NCR area.

Finding- The major finding of the study is to analysis the Hofstede's Masculinity/ Femininity dimension which shows there is least difference among employees for female at workplace.

Research Limitations/ Implications- Even if the sample size is large to represent the mainly middle- level employees. More data would be required to represent the whole picture. It's a web- based survey, rather than actual observation at the workplace.

Practical Implication- The result of the study helpful for in the training and development of the women employees to represent the realistic picture while working with the subordinates rather than a imagination.

Keywords- Gender diversity, Cross- Cultural, Leadership

Paper Type- Research Paper

1. INTRODUCTION

India has one of the best emerging economies of the world, having a strong capacity of best professionals quite advanced in Information Technology. Recently, India is also passing through a transition of change. Indian business climate is now buoyant and the business values, ethics and practices are more open in nature. Likewise the global counterparts, the role of the Indian women are changing too. The Indian women entered in the formerly 'male- dominated' professions with the visible mark. The level of women are expended from data entry, clerical jobs to administrative and managerial roles in the post liberalization India, as per a study of WILL Forum, almost 90 percent of the women in India are stick in middle level jobs.

Its shows a positive sign that number of women working in the workforce in India, is increasing with the time spend but there is a still wide gap between the ratio of men and women in Indian workforce it's still 76:24. If we talk about the women employment in Indian subsidiaries of MNC's and Indian headquartered companies both employees 21 percent. And there is more women top level in MNCs in India than Indian companies. The discrimination in the work place is rise from the learned culture that influence the leadership attributes.

2. CONCEPT

Culture is defined as the commonly shared beliefs, values, and norms of a group of people. Culture acts out its "ways of living" in the context of social institutions, including family, educational, religious, governmental, and business institutions. Culture includes both conscious and unconscious values, ideas, attitudes, and symbols that shape human behavior and that are transmitted from one generation to the next. In addition to agreeing that culture is learned, not innate, most anthropologists share two additional views. First, all facets of culture are interrelated: Influence or change one aspect of a culture and everything else is affected. Second, because it is shared by the members of a group, culture defines the boundaries between different groups.

In the past 30 years, many studies have focused on identifying various dimensions of culture. The best known is the work of Hofstede (1980, 2001), who identified five major dimensions: power distance, uncertainty avoidance, individualism–collectivism, masculinity–femininity, and long term– short-term orientation

1. **Power distance:** It is the degree in which a particular culture accepts or does not accept the uneven distribution of power. In high power distance cultures, followers expect leaders to have more authority and they are more likely to comply with rules and directive. Followers are less willing to challenge the bosses or express disagreement with them.

2. **Uncertainty avoidance:** It is to measures the extent to which people and organizations feel either comfortable or uncomfortable in unstructured situations. In cultures with high avoidance of uncertainty there is more fear of the unknown, and people desire more security, stability, and order. Certain leaders perform better in novel, unknown, surprising situations while others avoid uncertain and undefined roles in different cultural.

3. **Individualism ∕ collectivism:** It is the degree in which individuals act and identity themselves in relation to collectivities. In some cultures individualism is viewed as important values, while others prefer collectivism. In an individualistic culture, individual rights are more important than social responsibilities, and people are expected to take care of themselves.

4. **Masculinity ∕ femininity:** This parameter refers to the distribution of emotional roles between the genders. The distinction is not clearly defined by gender, but shifted on one side in relation to "tough" masculine or "tender" feminine societies. In cultures with high gender egalitarianism, sex roles are not dearly differentiated, and jobs are not segregated by gender. In subsequent research of Hofstede, he and his colleague Bond (1988) identified one another (fifth) dimension (Time- Dimension) which was also consider an another pillar It also correlated with the other four dimensions. Long-term orientation defines with encourages thrift, determination toward results, saving and a willingness of subordinate for a purpose. Short-term orientation is consistent with spending to keep up with social pressure, less savings and urge for quick results.

3. REVIEW OF LITERATURE

In the specific area of culture and leadership numerous studies have been done from last three decades there are many researchers have been done. Most of the researches are based on the Hofstede's parameters to studies the various leadership practices some of them are discussed here.

Darwish A. Yousef (1998) study emphasized on the determination of the most common and effective leadership style preferred in Non-Western Culturally mixed environment. The result was based on the 235 individual respondents working in 14 different organizations in United Arab Emirates. The study also highlighted the cultural difference and as well as personal attributes of a leader- experience, age, gender and education while selection of the leadership style

Robert House, Hanges, Ruiz-Quintanilla (GLOBE)(1999) GLOBE research program aimed to investigate the cross cultural leadership differences. GLOBE program is popular as the landmark in the cross cultural leadership research. The conclusion identified 25 specific attributes for effective leaders and 35 attributes for cross cultural leaders. The study describe the nine cultural dimensions – Uncertainty avoidance, Power distance, Institutional collectivism, In-Group collectivism, Gender Egalitarianism, Assertiveness, Future Orientation, Performance Orientation and Human Orientation. After that in 2002 again a survey was conducted on the GLOBE **Robert House, Mansour Javidan, Paul Hanges and Peter Dorfman (2002)** in this survey the authors considered the middle managers of difference industries like: food processing, finance and telecommunications. The authors again compared the cultures and attributes of effective leadership of the different countries and supported the cultural differences.

Vesa Suutari, Kusdi Raharjo, Timo Riikkila (2002) The study addressed the Asian and European culture where author select the Finland to represented the European culture and Indonesia represented culture of Asia. The author chose the open ended interview from both expatriate and local subordinates employed in Indonesia from commercial sector. The study revealed that the extension of integration depend on the personality factors of the leader where gender factor play a major role.

Marcus W. Dickson, Deanne N. Den Hartog, Jacqueline K Mitchelson (2003) the study critically analyzed proposed theory by P.C. Early and Dorfman. The study critically analyzed the Hofstede Cultural dimensions (Power distance, Uncertainty avoidance, Individualism / Collectivism, Masculinity / femininity) and also discussed the universal leadership principles that could apply equivalently across all cultures throughout the World. They also supported that cross- cultural leadership as legitimate and independent field of Endeavour

Amany I. Shahin and Peter L. Wright (2004) the study conducted on the Brass and Avolio [1994] model of transformational and transactional leadership dimensions in Middle Eastern country Egypt. Most of the leadership theories are western origin and not appropriated to the worldwide due to cultural differences. The result was based on 243 respondents by MLQ Form from Egyptians. The illustrated that transformational leadership style has universal potential but it also required the some adjustment as change in the culture western to non-western. On the geographical, economic, political and history analysis Authoritarian leadership style is consistent with the Egyptian culture.

Lian Shao and Sheila Webber (2006) used the Five Factor Model of Personality and transformational leadership to determine the cultural effect. This study also stated that the certain personality factor positively associated with the transformational leadership behavior. They used the Hofstede's four dimensions (Power distance, Uncertainty avoidance, Individualism / Collectivism, Masculinity / femininity) and cultural tightness to explain the variation between the outcomes of performance. The study confirmed that the Chinese culture is different from North American culture so Judge and Bono's (2000) model could not be established in China.

Gholomreza, Davood Salman and Ali Taatian (2010) the study examined the characteristics of leadership style in different culture and countries. The study was based on the different leadership styles- Directional Leadership, Supportive Leadership, Participative Leadership and Success oriented Leadership regarding to five dimensional model of Hofstede: Individualism- Collectivism, Power distance, Masculinity-Femininity, Uncertainty avoidance and Time orientation. The examination of the survey was conducted in different countries (China, Japan, USA, Europe and Arab) to determine the differences in culture and leader determinants

Laura Ann Migliore (2011) used the five factor personality model and Hofstede's five dimensions (Individualism-Collectivism, Power distance, Masculinity-Femininity, Uncertainty avoidance and Time orientation) cultural model at the USA and India. The analysis was based on 102 Indians and 114 Americans business professionals. The study supported the cultural differences among the nations and respected this difference in organizational at all levels. The study emphasized on the navigation of the cross-cultural situation and selection of the appropriate leadership style.

Jens Rowold (**2011**) focused on the deviation among the employees at same workplace due to age, culture and gender. This study based on the empirical analysis on the 283 member's response from the German country in the fire department. The study revealed that the relationship between leadership behavior (Transformational, Consideration and Laisser-faire) and performance was aspect of workplace diversity.

Christopher Selvarajah, Denny Meyer and Jerome Donavan (2013) explore the relationship between excellence in Leadership attributes (age and gender) and the cultural variation in the term of non- confrontation, respect and deference for authority. The author studied on the different organizations in Bangkok, North Thailand and East Thailand on 401 managers. The evidence found through the research that Leadership excellence influenced by Gender, culture and Generation difference mediated by the cultural based constructs such as Organizational demand, Personal Qualities, Managerial Behavior and Environment influence.

All the above studies show a significant gender impact on the leadership behavior.

4. RESEARCH METHODOLOGY

Research Methodology is a way to scientifically solve the research problem. Therefore, it included the various steps that are normally adopted by a researcher in studying the research problem. Therefore, the entire process of conducting research must be followed; planning and conducting the research study, drawing conclusions, and disseminating the findings. It is a science of studying how the research is to be carried out in a step by step sequential manner.

4.1 Objectives of the study
Every study is taken up with certain questions in mind to be resolved, which in turn put forward certain objectives which are to be achieved. The main objective of the study to determine the femininity influences on cross culture leadership.

4.2 Sampling Design
All the items under consideration in the inquiry constitute a universe or population. For us the population is viewers of Delhi NCR, which is obviously a large population to cover with given time and resources. Hence a sample study is conducted for primary research purpose. Selection of an appropriate sample size was a challenge as we have to draw a most representative sample.

4.3 Methods of Data Collection
As per the need of the study primary and secondary data both is collected for the study. The literature review is presented on the basis of secondary data. The sources for secondary data were digital and physical both. Internet and libraries of Delhi NCR were a great resource that provided secondary data. Unpublished sources like thesis and dissertations are also given due importance and the libraries were a great resource for that. For later section of thesis primary data is collected from a random sample of 314 units. Since sample units were in capacity to read and write therefore two techniques for primary data collection were used.

4.4 Research Tools
All of the research methods are suitable for the fulfilling the objective of study. As explained in the text all research methods are appropriately contributing to achieve the final goal. Following are the statistical measures used for quantitative analysis:
  i.   Averages: To understand the average opinion and average perception of people.
  ii.   Skewness and Kutosis: To understand weather data is normally distributed or not.
  iii.   Correlation and Regression Analysis: Correlation is used to numerical measure the relationship amongst the variables and regression is used to study the relationship for inference.
  iv.   Hypothesis testing: Hypothesis testing tools are used for testing the hypothesis mathematically.
  v.   ANOVA: Analysis of variance is used to study the significance of difference with in the groups and between the groups.

4.5 Limitation & Scope of the Study

The study comes up with the great advantage to the managers to crop up the gender issues and to motivate the female to work in the male dominating environment. But this study is not enough further survey and researches are always welcome to more and more effective way. The study consist some limitations:

The study is restricted to the only from the employees at the middle level of the organization. It may be extended by covering another levels to get the more effective and accurate picture.

The data collection sample size is 314 companies. The study may be conducted on the large scale to obtain the more information and reliable data from the large number of respondents.

The study is limited in the small area of Delhi and NCR. The study may be extended to the large area of India beyond the small geographical limits. It may be present the whole picture of the Indian MNC's

5. DATA ANALYSIS AND INTERPRETATION

In order to meet the objectives, a questionnaire as data collection instrument is drafted and data is collected with respect to categorical variables such as, Marital status, education, age, and gender. Once the instrument is tested and reliability is checked, calculation of sample size is done for the instrument and 314 responses are recorded for measuring the statements in questionnaire instrument and the demographic distribution as follows:

Demographic distribution

Marital Status			Age		
Married		171	Below 25		6
Unmarried		143	25 – 35		164
	Total	314	35 – 45		144
				Total	314

Education			Team Members		
Graduation		150	2_5		78
Post-Graduation		130	6_10		182
Other		34	10_15		54
	Total	314		Total	314

Gender		
Male		189
Female		125
	Total	314

Validity and Reliability of Data

After establishing the demographics, the responses are recorded on well-established five point Likert scale of agreement. The description of scale is as follows;

Strongly Agree	Moderately Agree	Agree	Disagree	Strongly Disagree
5	4	3	2	1

After a well-established scale of measuring the agreement level is used. The data is checked for validity with Cronbach's alpha. The value of Cronbach's alpha is 0.92. That shows a high reliability and show that respondents have 92% accuracy in responses. The data is normal for application of parametric tests as the skewness level =0.02 remain below the significant level.

Now the most important factor of cross culture "The degree of **Femininity** in organization" is analyzed. Likewise other items the statement is measured over four different constructs.

  You agree to having female boss
  You feel awkward to take instruction from female superior
  You believe male and females are equal at work place
  You feel comfortable to work with female group members

These constructs are described with help of following radar diagram using mean scores.

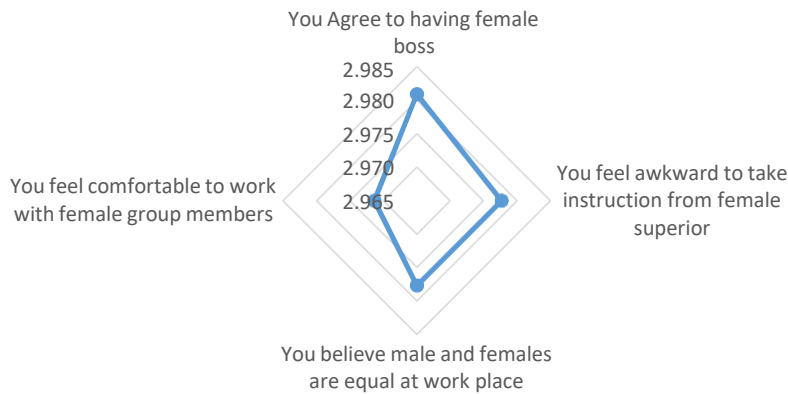To determine the degree of Femininity in organization

Figure -1

There is a variation in mean scores on all four statements. The mean score is lowest when it comes to, "You feel comfortable to work with female employees".
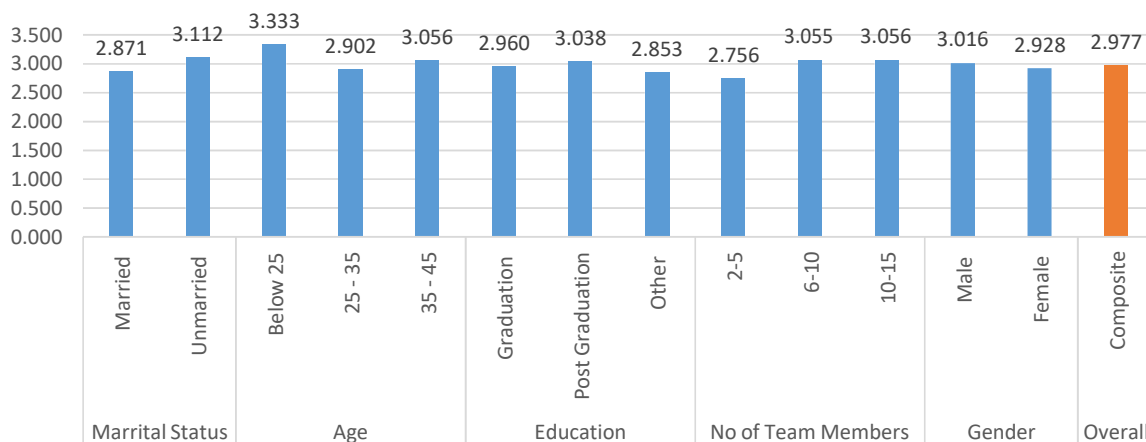

You Agree to having female boss

Figure -2

Overall a high mean score is observed on the statement whether you are OK to have female boss. People working with smaller teams are in least agreement with the statement.
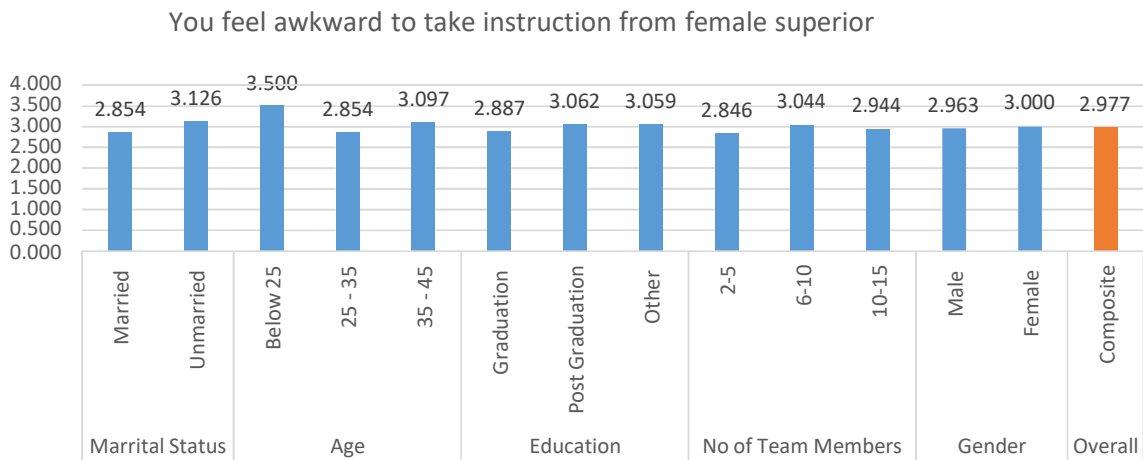
Figure -3

High agreement is observed when it comes to feeling awkward to take instructions from female supervisor. Married people, people working in smaller teams, mediocre age group are in lesser agreement comparatively.
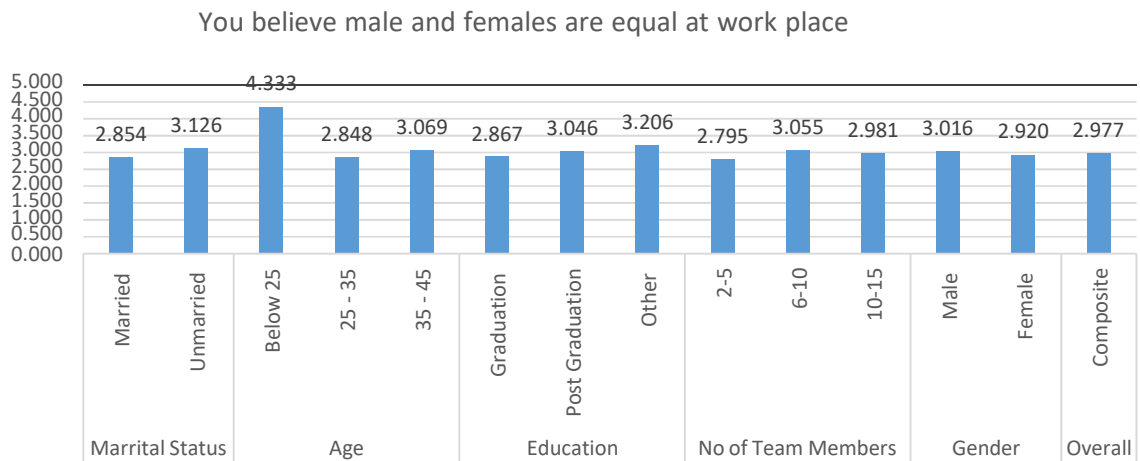

Figure -4

Youngsters are in highest agreement with the statements this may be due to impact of generation gap on forming a perception.
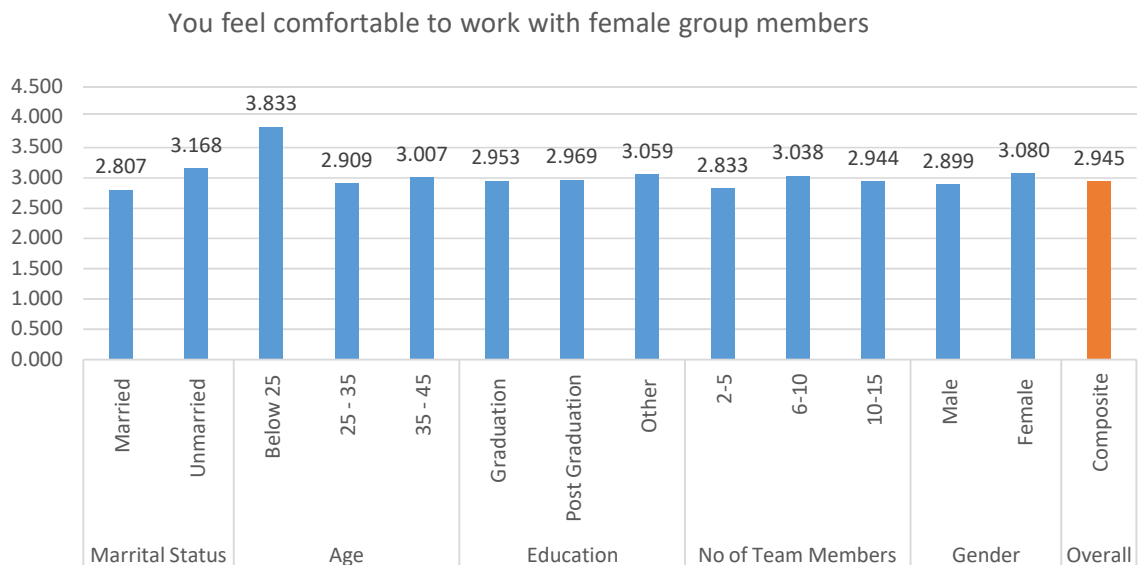

Figure -5

Again a variation on level of agreement is observed with respect to statement, "You feel comfortable to work with female group members". Youngsters are again in highest degree of agreement on the statement. Now we consider that all four factors measuring *the femininity in organization* are equally important. In order to test this assumption at a 5% level of significance following hypothesis is formulated and tested.

H_{01}: All factors defining *the femininity in organization* are equally important
H_{11}: H_{01} is not true

Following analysis of variance tables test the hypothesis
Table -1

SUMMARY

Groups	Count	Sum	Average	Variance
You Agree to having female boss	314	936	2.981	2.089
You feel awkward to take instruction from female superior	314	935	2.978	1.977
You believe male and females are equal at work place	314	935	2.978	2.054
You feel comfortable to work with female group members	314	933	2.971	2.034

We can observe the difference on level of agreement on all statement. The different scores of mean and variance values show a difference on opinion on all four statements. We consider that this difference of opinion is a matter of chance and not statistically significant. In order to test this we formulate the following hypothesis and test it by using ANOVA.

Table -2

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	0.015	3	0.005	0.002	1.000	2.612
Within Groups	2552.315	1252	2.039			
Total	2552.330	1255				

We can observe that p-value is much higher than level of significance, hence we fail to reject the null hypothesis that all statements measuring, "The degree of femininity in organization are equally important.

5. CONCLUSION OR FINDING

Cross- cultural factor influences the leadership attributes by both ways directly and indirectly. . The study analyzed the Hofstede Cultural dimensions (Power distance, Uncertainty avoidance, Individualism / Collectivism, Masculinity / femininity, Time orientation). After studying the Masculinity/ Femininity dimension we can conclude that there is the least significant difference. There is no different feeling among employees for female at workplace. A bit of variation shows with the statement 'awkward feeling while taking the instructions from female boss or superior'. As per the male- dominating society like India there is a bet difficult to role by a woman its directly hurt the ego of the men to follow the order from a women. Now it's high time for the Indian corporation to take the steps by sponsoring exclusive leadership training that tailored the needs and deal with these social challenges to learn the importance of the female.

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