

Comparative Perceptions on Gender, Leadership, and Diversity

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Abstract : The study undertook comparative analyses between 130 male and female managers in a power/electric company, relating to prevalent perceptions about gendered leadership, leadership efficacy, perceived organizational support, and diversity and inclusiveness. Results showed no significant difference in POS, leadership aspirations, expression, and self- and other leadership efficacy between male and female managers. However, within-groups analyses revealed that female managers reported a disparity between self and other leadership efficacy (value), to a far greater extent than male managers (value). Additionally, females reported a dip in POS during middle management, as compared to junior management, whereas men reported a steady increase in POS from junior, middle on to senior management. Descriptively, both men and women reported preferring gender neutral leadership traits, as compared to male or female centered traits, and both genders least preferred male centered leadership traits. Compared to women, male managers were found to significantly undervalue diversity and inclusion initiatives. Subjective feedback was elicited to corroborate quantitative output. Also, female participants provided subjective feedback regarding efficacy of existing D&I practices in the organization. Findings and implications are discussed relevant to existing gender inclusion agendas.

Keywords : gendered leadership, diversity, inclusivity, perceived organizational support

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