

Leaderonomics-Women Leaders and Organizational Effectiveness.

Dr.Rohini G Shetty

Faculty, Bharatiya Vidya Bhavan's M P Birla Institute of Management, Bengaluru, Karnataka.

Abstract : Globalization coupled with the competitive nature of business necessitates collaboration and clear understanding of all principles underlying organizational activities for growth, sustainability and survival of organizations. Significant changes in the global economy have altered the way of conducting business at present. Given this scenario, Organizational Effectiveness (OE) assumes prime importance for organizations to grow, survive and succeed. Organizations are required to navigate choppy waters of a complex global economy and position themselves strategically to attain OE in all the key organizational activities. As is well known, organizations face a daunting task to attain a high level of OE and need undivided attention, be it goal attainment, task achievement or providing strategic leadership. Women Leaders produce beneficial outcomes in terms of certain dimensions coming under the spectrum of OE. A standard definition for OE exists despite the fact that there is a variance observed in the degree of complexity across organizations as also the different criteria used for OE assessment. The research study is descriptive-correlational and the sample of women leaders is drawn from the Information Technology (IT) firms of Bengaluru city. The crux of the study is to examine and assess the impact of demographic variables of women leaders on their OE. Dimensions such as vision, values, morale, motivation, working relationships and leadership are considered to assess OE. Finally, as per the research study results it can be conclusively stated that the experience of a women leader in IT firms is the "Centrifugal Point" of their OE.

Keywords: Women Leadership; Organizational Effectiveness; Beneficial Outcomes; People Management; Centrifugal Point.

Date of Submission: 29-06-2018

Date of acceptance: 16-07-2018

I. Introduction

Organizational effectiveness (OE) is critical for success in any organization. Highly effective organizations exhibit strength in key areas of Strategic Leadership, Decision Making, People Management, Work Processes, Work Culture & Leadership besides Vision, Values, Morale & Motivation are also considered equally important components. OE is a concept of how effective an organization can be in achieving the pre-determined outcomes the organization desires, anticipates or intends to produce. OE is associated with Formulation & Effective implementation of Goals, Enhancing Team spirit & Engaging in Teamwork, Sustaining High Employee Morale & Motivation, Offering requisite Learning & Development Opportunities, Providing Effective Leadership & Direction, Understanding Risks and Taking calculated risks and Seizing all Opportunities that show up and last but not least Welcoming and Adapting to Change.

Actiology of OE

OE refers to the degree of congruence between organizational goals and some observed outcome. The concept of OE remains muddled till date, due to the differences in the way scholars have conceptualized OE. The complexity of organizations vary and researchers have often used different, non-overlapping criteria, thus limiting the accumulation of empirical evidence about OE. However, Heilman and Kennedy - Philips (2011) describe a comprehensive step by step mix method for OE assessment in their research article - Assessment matters: Making assessment easier with the Organizational Effectiveness Model. Further, many research studies indicate OE in relation to financial performance and productivity. Thorndike (1932) has noted the tendency of industrial psychologists to put organizational productivity as the most important parameter for organizational success. Interestingly, barring organizational productivity all other parameters used by researchers to measure OE has found to be inadequate.

Assessment of OE - Different criteria are used by researchers to assess OE, however, goals are very important for any OE assessment to give direction and carve out a pathway for an organization to attain the pre-determined goals leading to OE. To achieve a high level of OE, vision, values, culture, effective communication, leadership, direction, motivation, morale, adaptability, working relationships and an overall positive environment are absolute necessities. People Management is also highly essential and to achieve sustainable results,

organizations need to formulate and implement strategies that focus on excellent People Management. People Management is critical for making the organization more effective be it any organizational activity However, many research studies indicate that majority of the organizations struggle in this endeavour.

Women Leaders and OE

For organizations to be effective women leaders must gear up their activities to have shared organizational goals and make all efforts to attain all the shared goals. A conducive work culture enhances motivation and increases the morale of the organizational members leading to OE. According to a Global Study of nearly 29,000 employees from ten major industry sectors in 15 countries in the Americas, Europe and Asia Pacific conducted by Right Management, a man power group, to achieve OE, business leaders need to focus on aligning and engaging organizational members, people management systems and the structure and capabilities including organizational culture to the strategy. Shetty; Rohini G (2016) in her study on women leaders describes certain variables such as Experience, Notional IQ, Income and the Education levels of Parents and Parents-in law all of which influence attaining OE. The effectiveness of an organization with referenceto income lies in grooming new leadership, encouraging goal directed behaviours with women leader involvement. A reasonably strong correlation exists between the level of education of father and the woman leader. Thus, it can be stated that parents in general help shape up work and leadership behaviours of women leaders in IT firms. The education level of mother also makes an impact but not as strong as that of the father.

Women Leaders and Experience Both "empirical knowledge" and "posterior knowledge" are basis for knowledge acquired by experience. Experience is usually acquired over a period of time ranging from several days, months & years of actual learning and practice to gain total understanding. The purpose of life is to live it to full extent by gaining multiple experiences on varied components of life and always be on the look-out for richer experiences.

Experience helps women leaders acquire the ability to gain clarity on perception of self and others as a leader. It fine tunes behaviours and helps align & support personal leadership style of women. It also exerts benevolent influence over choices and decisions made and manage complex relationships as also build & leverage strategic networks to engage in real time. Experience is a master and equips women leaders with requisite knowledge and skills. to have greater impact and broader influence to reach a high level of OE.

II. Methodology

This study is carried out for two reasons, first and foremost, the researcher wishes to enquire and understand the nuances of women leadership and OE in IT firms of Bengaluru and secondly, to address the element of experience of women leaders in relation to OE. It is generally presumed that women leaders with rich experience can clearly articulate the underlying factors leading to OE and thereby attain success.

Research Gap- Sketchy attempts have been made in research regarding success of women leaders in the business landscape in recent times. The literature review clearly indicates there are many studies associated with the assessment of OE of Leaders as well as numerous studies on Women Leaders but there are no studies of composite nature establishing relationship between demographic factors and OE of Women Leaders. Interestingly no study has been done on the leadership manifestation based on the Experience and OE of Women Leaders in IT firms. The present study aims to fill up this gap. The sector identified for the present study is IT firms and the target group constitutes Women Leaders. The universe of the study is Bangalore city which is the IT hub of India.

Problem Statement- Women aim to succeed in their leadership roles by the virtue of their intelligence, sincere efforts and smart work. As the learning curve operates, women in leadership positions learn to take appropriate decisions to benefit the organization by assessing and taking calculated risks leading to OE. There are several predictors for OE but, the need to identify the major predictor for attaining high level of OE is the pivot of the study.

Objectives of the Study - Triple aspects of Women Leaders are taken into consideration here.

- To tap the changing demographics of Women Leaders.
- To examine and assess the OE of Women Leaders.
- To investigate if experience of Women Leaders impacts their OE

Limitation of the Study - As stated earlier, the concept of OE remains muddled due to differences in the way scholars & researchers have conceptualized it. The complexity of organizations vary and research scholars have used different, non-overlapping dimensions in the assessment of OE, thus limiting the accumulation of empirical evidence. The researcher has come up with an OE instrument for the present study keeping in mind the perspective of OE assessment of women leaders in IT firms.

Hypotheses - The following hypothesis are floated for the study:

- Demographic variables of women leaders significantly impacts their Organizational Effectiveness.
- Rich work experience of women leaders significantly impacts Organizational Effectiveness.
- Organizational Effectiveness ensures success of women leaders in IT firms

Operational Definitions for the Study - The present study dictates the need for operational definitions and these definitions could be -

Respondent Group - Educated Women in Leadership and Supervisory roles employed in IT firms of Bengaluru City in the age group 20-50 years with work experience of minimum 3 years and empowered in decision making positions that cover areas of technology, management, strategies and the functional areas.

Experience – It refers to the process of attaining knowledge and skills from doing, seeing and feeling things. It represents the knowledge and mastery of an event situation and subject gained through total involvement and exposure.

Organizational Effectiveness or OE - OE refers to the efficiency with which an organization is able to meet its objectives to produce a desired effect or an organization that is productive without any waste.

Sample design - Sample size was determined on the basis of gender ratio estimated for Bengaluru city based on census results. The determined sample size “n” at 5% error with standard deviation fixed at .080 came to **n=136**. The no. of women leaders covered was 10% of the total population with the final sample size constituting 156 women leaders.

Design of the Study – Design was to facilitate data collection. Data was collected and collated to meet the needs of the study. The composite instruments utilized for the study consisted of a simple demographic survey followed by OE assessment instrument developed by the researcher.

- (DP - 10) 10 statements in all constituted the demographic instrument.
- (OE-30) 10 domains with 3 statements each with a total of 30 statements formed the OE assessment instrument.

{**Note:** Standard OE questionnaires already in usage served as the base for developing the instrument for assessing Women Leaders in the present study.}

Data treatment and Analysis-Data collected was documented and tested for outliers, checked for wrong coding, inappropriate extremity in values and rechecked before doing the statistical analyses. The first tool used was to test reliability of data set; Cronbach’s alpha was computed for standardized statements. The reliability coefficients clearly suggested high levels of precision of data collected. Factor analysis and Regression Analysis were done to arrive at the results.

Factor Analysis & Correlation Analysis of Organizational Effectiveness.

The influence of women leaders on OE is examined with ten dimensional variables. The variables are with reference to the firm’s -Vision, Values, Culture, Morale, Working relationships, Family, Motivation, People Management and Leadership. All variables are very likely to influence the performance of the organization. This requires an assessment of value base of women leaders with reference to value base of the organization. The sample adequacy test measured by K M O measure of sampling adequacy is as high as 0.926. The adequacy of the sample test by Bartlett’s test of Sphericity which is statistically significant at 0% level for a value of x at 5255.336. The principal component method was used to capture the no. of factors with appropriate extraction level. The analysis has led to identification of six factor components with a minimum Eigen value 1.00. All these six factor components have captured 80.320% of the explained variation across 30 variables.

Determinant = 1.474E-016

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.926
Approx. Chi-Square	5255.336
Bartlett's Test of Sphericity	435
df	
Sig.	.000

Extraction Method:

PCA

Total Variance Explained

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	17.169	57.230	57.230
2	1.789	5.963	63.193
3	1.614	5.380	68.573
4	1.273	4.245	72.817
5	1.136	3.786	76.603
6	1.115	3.717	80.320

Extraction Method: Principal Component Analysis.

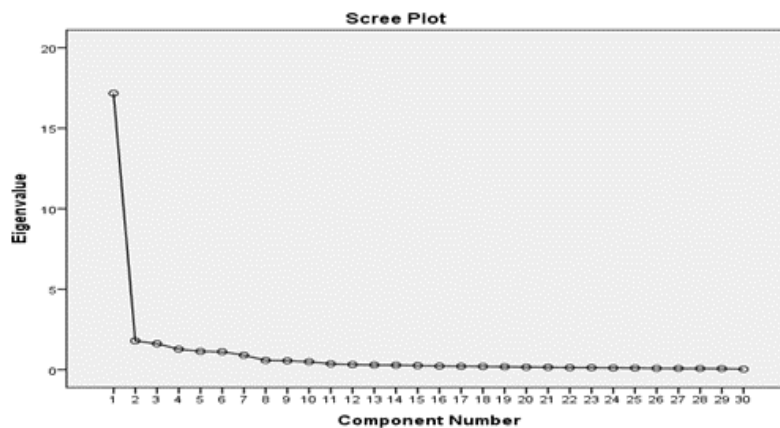


Figure -Scree Plot Diagram.

Factor Analysis & Correlation Analysis of OE

The influence of women executives on organizational effectiveness is examined in the context of ten dimensional variables. The variables are with reference to organizational environment and Vision, Values, Culture, Morale, Communication, Working relationships, Family, Motivation, People Management and Leadership. All these will influence the performance of the organization. This requires an assessment of value base of women leaders with reference to value base of the organization. The sample adequacy test measured by K M O measure of sampling adequacy is as high as 0.926. The adequacy of the sample test by Bartlett's test of Sphericity test which is statistically significant at 0% level for a value of chi square at 5255.336. The principle component method was used to capture the no. of factors with appropriate extraction level. The analysis has led to identification of six factor components with a minimum Eigen value 1.00. All the six factor components have captured 80.320% of the explained variation across 30 variables. The scree plot diagram is parallel to X-axis after six factor dimensions. Interestingly the correlation of factor dimensions and their significance will mark out the intensity of effectiveness. The correlation matrix between ten factor dimensions covering thirty factor variables are all statistically significant at 0% level. The correlation co-efficient between each of these factors exhibit not only 1 to 1 relationship but a holistic picture of significance of leadership.

There is a strong correlation between vision and values practiced in organizations. This is a proxy for association of values of women leaders. Women leaders articulate the vision of the organization thru' the value base. This is done by demonstration of actions which in turn will influence performance. New generation leadership can emerge only under such circumstance ($r = .809; 0.670; 0.560, 0.790, 0.597$). There is a strong association between work culture of organizations based on values and vision. The correlation coefficients are statistically significant at 1% level with reference to association of culture, performance and sharing which is a variable associated with culture.

A leader can only demonstrate by "Walk the Talk". The correlation coefficients between culture, values and vision are between 0.352 and 0.729. In case of the relationship between performance and work culture the correlation is as high as 0.85. The data reflects that culture can penetrate into the minds of employees on the basis of practicing values thru' demonstrating leadership. When there is confounding of cultural values and vision the morale both at the individual level and at the group level are expected to be high. The morale of the employees is high with both commitment and involvement. The correlation coefficient for the morale variables range between 0.448 and 0.809. The concept of organizational effectiveness is

manifested through group morale that employees demonstrate. The leader represents the entire organization and all its employees. The replica of leadership is further seen with strong positive association between morale, culture, values and vision.

Language is considered an advantage as well as a barrier in an organizational setting. Positive strokes can come only through strong organizational communication. Regularity in communication and reception of ideas are all strongly associated with the r values ranging between 0.441 and 0.809. Leaders encourage free flow of communication that would lead to harmony and hence beneficial effects. The strength of IT organizations is in encouraging free flow of communication and assurance of regularity. The correlation coefficients range between 0.809 and 0.860.

Social relationships emerge from harmonious working relationships. Team work, Team building and promoting good relationships will lead to higher levels of effectiveness. The relationships exhibit high values of r between 0.443 and 0.803. These values indicate very minor distortions in the relationship without affecting the spirit of the team. Good working relationships matter in consolidation of intrapersonal values held among employees. An organization is an extended family in the sociological sense and employees reflect what they are at home, in the organization and vice-versa. While the family enables intra personal stability, the adjustability and adaptability coefficients could be very high when an employee is happy at home and vice versa. These subtle relationships strengthen both family and the organization. The family enables individual stability and nurturance of success that help redefine goals of the organization and life. These relationships are reflected with r values ranging between 0.490 and 0.910.

Concomitant camaraderie between family, working relationships and motivation are strongly associated. The strength of correlation between family and motivation is as high as 0.819 and is as low as 0.524. The results indicate that leaders get motivated by the harmony established at home and the workplace. The capability to motivate one's self will have positive thinking and reflections ($r = 0.598; 0.677; 0.819$ significant at 1% level). There will be clarity of thought towards the goals to be achieved. The best aspect of relationship is a highly motivated leader with strong working relationships. Interestingly people skills are acquired when harmony rules at the family level. The concern for people at home gets reflected at a higher level when people are motivated and have acquired the sense of direction ($r = 0.442; 0.639; \text{and } 0.643$ respectively).

The importance of a person is first experienced at home by the leader who values human resource high. The correlation of importance of people leading to an individual becoming a people's person is 0.689. Interestingly, leadership, motivation and people skills are highly associated with $r = 0.766; 0.771$ and 0.806 respectively. The influence of a leader is felt not by hierarchy, not by the rank one possesses but by the ability that one demonstrates in managing people ($r = 0.726; 0.829$ and 0.851 at 1% level). The impact of leadership on organizational effectiveness is completely demonstrated by quality of women leadership who in turn demonstrate their success by their success at home and hence in the organization. The study makes it unambiguously clear on the quality of leadership which is represented symbolically by number of EQ; VQ and the traits of leadership as reflected in the success of the organization. What is the contribution of EQ to VQ and OE to the same variable? This will be discussed in a separate section.

Regression Analysis: Assessment of Organizational Effectiveness

Organizational effectiveness is the capacity of an organization to produce desired results with a minimum expenditure of energy, time, money, and human and material resources. The desired effect will depend on the goals of the organization.

Relationship of Demographics with Organizational Effectiveness of Women Leaders

OE variables have ten dimensions with each one having three sub-dimensions. All the variables are assessed to find out their influence on demographic variables independently.

Assessment of Organizational Effectiveness - Organizational effectiveness constitutes the efficiency with which an organization is able to meet its objectives to produce a desired effect or an organization that is productive without any waste. Organizational effectiveness is about each employee doing everything well. In simple words, organizational efficiency is the capacity of an organization to produce desired results with a minimum expenditure of energy, time, money, and human and material resources. The desired effect will depend on the goals of the organization.

Table 1: OE with Age of Respondent Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.416	.572		.728	.468
	OE13	.278	.177	.247	1.569	.119

Source: Author

There exists no relationship between age and OE, i.e., as age progresses amongst women executives one cannot expect OE to improve. Age is a subtle factor not associated with OE. There are however specific variables impacted by age. The mother makes an impact and influences indirectly on OE. Interestingly it is statistically significant with $\alpha=0.119$ ($t=1.569$). There is strong influence in the formative ages which will make a person responsive at the workplace.

Table 2: OE with Notional IQ of Respondent Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	(Constant)	.352	.343	1.026	.307
	OE21	-.230	.136	-.283	.093
	OE32	-.239	.137	-.310	.083
	OE51	.299	.135	.374	.029
	OE62	-.286	.142	-.358	.045
	OE63	.236	.153	.284	.124
	OE82	-.208	.136	-.277	.130

Source: Author

There is a statistical relationship between Notional IQ and OE. The multiple correlation coefficient is at 0.544 with a R^2 value of 0.296. The adjusted value of R^2 is derived at 0.127 for the equation. The relationship is statistically strong at $F = 1.755$ and 0.017 . The observations are however, auto correlated on the lower side. The effectiveness of relationship with reference to IQ is in articulation of values of the organization. ($t = -1.694$, $\alpha = 0.093$). A woman executive believes that she is responsible for building a culture of performance. The ability to think right and make it happen is pronounced. ($t = -1.745$, $\alpha = 0.083$). Regularity in communication will influence the organization to perform better ($t = 2.210$, $\alpha = 0.029$). The ability to develop working relationships is in creating the spirit of working together. This can happen only by evolving a collaborative environment ($t = -2.022$, $\alpha = 0.045$ and $t = 1.548$, $\alpha = 0.124$). Motivation is another factor associated with IQ. Positive thinking and encouraging right behavior will make an organization more effective ($t = -1.524$, $\alpha = 0.130$).

Table 3: OE with Experience (Years) of Respondent Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	10.111	1.042	9.704	.000
	OE33	-.721	.355	-.275	.044
	OE43	.501	.291	.248	.088
	OE83	-.827	.386	-.353	.034

Source: Author

Experience acquired teaches how to be effective, more the experience acquired, the more will be the

effectiveness of the leader. All the OE variables manifest by experience. The multiple regression model is strong with multiple R at 0.562 and an $R^2 = 0.315$. The Adjusted value of R^2 is 0.151. The entire model has an F value of 1.919 and $\alpha = 0.007$. The observations are slightly auto correlated with D-W statistic at 1.831. Sharing methods of performance with employees will lead to better performance ($t = -2.033, \alpha = 0.044$). This openness lifts up the morale of employees in several ways. An employee would prefer to work in the same organization because of positive environment ($t = 1.718, \alpha = 0.088$). Organizational goal directed behavior coupled with motivation helps in achieving targets ($t = -2.144, \alpha = 0.034$). Thus, the variables which are acquired through experience are in articulation of values, regular communication, building up of collaborative environment and organizational goal directed behavior.

Table 4: OE with Total Annual Household Income of the Respondent

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	.710	.779		.912	.364
	OE13	.395	.241	.242	1.639	.104
	OE83	.427	.288	.248	1.483	.141
	OE102	.571	.393	.323	1.455	.148

Source - Author

Money matters but not always. The realization of vision can happen only by grooming new leaders within an organizational setting ($t = 1.639, \alpha = 0.104$). This should be supplemented by motivation exercises to facilitate goal directed behavior ($t = 1.483, \alpha = 0.141$). The involvement of leadership with employees will make things move forward and happen. The effectiveness of an organization with reference to income is grooming leadership to encourage goal directed behavior and the involvement of leaders. The multiple value of R is 0.540 and the value of R^2 is 0.291. The Adjusted value of R^2 is 0.121. The entire model of ANOVA is statistically significant and acceptable with an F value of 1.711 and $\alpha = 0.022$. Since money makes an influence on behavior of employees it will help groom leaders for future of the organization ($t = 1.639, \alpha = 0.104$). Better income and great motivation would lead to better performance. Money alone will not lead to success but leadership will lead to effectiveness of the organization. Employees expect their leader to always be available across hierarchy ($t = 1.455, \alpha = 0.148$).

TABLE 5: OE with Educational Level of Father

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	1.002	.671		1.492	.138
	OE23	-.484	.272	-.355	-1.777	.078
	OE91	-.645	.215	-.480	-2.997	.003
	OE92	-.429	.250	-.313	-1.715	.089
	OE93	.620	.251	.458	2.473	.015

Source: Author

A reasonably strong correlation exists between educational level of father and the woman executive (daughter). The value of multiple correlation $R = 0.495$ with R^2 value at 0.245. The adjusted value is 0.064 indicating that only few variables affect the relationship. The value of F at 1.355 is significant at $\alpha = 0.126$. Interestingly, women executives inherit their values from father ($t = -1.777, \alpha = 0.078$). This factor helps in impacting people for performance tasks. The values that the

organization setsisonthebasisofdemonstratedvaluesofthewomenexecutivesattheworkplace (t = -2.997, α = 0.003).Further demonstration of values will make the leader a “Peopleperson”.Thiswillleadto recognizingpeopleasassets(t=-1.715, α =0.089 and t = 2.473, α =0.015).

Table 6: OE with Education Level of Mother.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.820	.701		4.022	.000
OE11	.417	.201	.317	2.078	.040
OE12	-.694	.281	-.469	-2.471	.015
OE21	-.802	.278	-.501	-2.890	.005
OE23	.775	.284	.546	2.725	.007
OE73	.656	.373	.465	1.757	.081
OE101	-.965	.350	-.640	-2.758	.007
OE103	.833	.328	.503	2.537	.012

Source - Author

Theeducationlevelofmothermakesanimpactbutnotasstrongasthatofthefather in case of the woman executive. Parents in general help shape up work and leadership behavior amongst women executives. This is reflected with R at 0.492 and R² at 0.242.The Adjusted value of R² is α = 0.060.The F value for the entire model is 1.329 with α = 0.142. The observations are however not auto correlated.Theclarityofvisionandinvolvingpeopletorealizethevisionwillhaveitsrootsin theparents,moresowiththemothers.TheEducationlevelofthemothereinfluenes the woman executives (t = 2.078, α = 0.040 and t = - 2.471, α = 0.015).The articulationofvaluesandtheimportanceofit,isdrawnfromthemothers(t=-2.890, α =0.005andt=2.725, α =0.007).Theconceptoffamilyasastrongfoundationfor individual stability is drawn from the mother ((t = 1.757, α = 0.081).Further, engaging people to achieve the firm’s objectives and facilitate them to change is again drawn by the woman executive by her mother. The intrapersonal aspects are drawn strongly by the mother while performance oriented task behavior is drawn fromthefather(t=-2.758, α =0.007andt=2.537, α =0.012).

Table 7: OE with Educational Level of Father-in-law

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.589	.849		3.048	.003
OE11	.568	.243	.351	2.338	.021
OE12	-.755	.340	-.414	-2.219	.028
OE21	-.849	.336	-.430	-2.526	.013
OE23	.888	.344	.507	2.577	.011
OE72	-1.011	.501	-.571	-2.018	.046
OE73	.852	.452	.490	1.885	.062
OE93	.808	.317	.465	2.550	.012
OE101	-1.006	.424	-.541	-2.372	.019
OE102	.746	.428	.392	1.742	.084

Source:Author

The father-in-law of respondent makes a strong influence on the daughter-in-law. There is a high multiple correlation of $R=0.518$ with $R^2=0.269$. The Adjusted R^2 of 0.093 with all observations is not autocorrelated. The model is strong enough with F value 1.529 at $\alpha=0.56$. Father-in-law influences the executive on clarity of vision and facilitates achievement of the goals of the organization ($t=2.338, \alpha=0.021$ and $t=-2.219, \alpha=0.028$). Further, the values of an executive will get consolidated with influence of father-in-law. The importance of values in bringing about harmony in relationships is strongly evident ($t=-2.526, \alpha=0.013$ and $t=2.577, \alpha=0.011$). The way women nurture family is the way they nurture the organization. It is because family promotes success and hence individual stability ($t = -2.018, \alpha = 0.046$ and $t=1.885, \alpha=0.062$). The ability to transform an organization and to help change the organizational environment there will be a strong influence of father-in-law ($t = -2.550, \alpha = 0.012$). The way women executives want to get engaged and involve people is strong from the manifestation of experiences at home ($t=-2.372, \alpha=0.019$ and $t = 1.742, \alpha = 0.084$).

Table 8: OE with Education Level of Mother-in-law
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.280	.982		4.360	.000
OE21	-.765	.389	-.358	-1.969	.051
OE52	.663	.432	.325	1.534	.128
OE72	-1.103	.579	-.576	-1.905	.059
OE73	1.252	.522	.665	2.397	.018

Source:Author

Interestingly, in the Indian context, although strong multiple relationships exist between daughters-in-law and education level of mothers-in-law, the ANOVA model is not statistically significant. The inherited value of a "Special Dislike" for the mother-in-law could be one of the reasons for this complex relationship. Women executives articulate values ($t=-1.969, \alpha=.051$) in their workplace, however, they are open to inputs and ideas given by employees ($t=1.534, \alpha=0.128$). Executives strongly believe in family orientation and consider it as the foundation for individual stability and success ($t=-1.905, \alpha=0.059; t=2.397, \alpha=0.018$). It is noted that the strength of the family values is more emulated from parents and father-in-law by the women executives.

III. Conclusions

The value of the society and the perception people have about women and women leaders is a coordinating factor leading to higher level of OE. A high level of Organizational Effectiveness is possible only in the backdrop of rich Experience. The experience of women leaders in the IT firms comes in handy to help women leaders in people management and to identify problems and tackle them effectively. The sharp acumen that women have in helping people will move towards organizational transformation which comes from experience. The style of transformation is not in terms of changes in the organizational set up but in terms of changing the mind sets of organizational members towards themselves based on their experience, which is highly appreciable.

The study reveals statistically highly significant correlation between women leadership and management of people in an organizational setting. It can thus, be concluded that organizational effectiveness is high because of the grounded foundations of the organization with respect to three important dimensions - Vision, Values and Culture. Experience is the "Centrifugal Point" of not only the women leaders' personal effectiveness as well as organizational effectiveness. This brings about maximum long-term beneficial results thereby enabling character building; creating an empowering center of correct roadmaps to effectively solve problems; maximize opportunities; overcome challenges; encourage continual learning all leading to an upward spiral of growth and an ideal win-win situation for all concerned.

Select References

- [1]. Assessment matters – Making assessment easier -Heilman and Kennedy - Philips (2011) <http://onlinelibrary.wiley.com>
- [2]. Assessing Organizational Effectiveness; Zammuto, R. F., (1982) .State University of New York Press, Albany, NY.
- [3]. A study of Select women leaders in the IT sector in Bangalore city (2016)Dr.Rohini G Shetty; Manipal University.
- [4]. A system resource approach to organizational effectiveness; Yuchtman, E., & Seashore, S. E., (1987) American Sociological Review.
- [5]. Developmental challenges and barriers: How senior executive women cope with difficult situations in their careers - Dr. Katherine Copsinis Powel, University of Massachusetts –Amherst
- [6]. Effect of Leadership Styles on Organizational effectiveness;Rukhmani, K., Ramesh, M., & Jayakrishnan, J ;European Journal of Social Sciences. Volume 15, Number 3 (2010)
- [7]. How leaders influence organizational effectiveness - Gary Yukl ; (2008) The Leadership Quarterly journal homepage: www.elsevier.com
- [8]. Organisational_effectiveness_how_to_make_it_happen;.pdf; www.eoeleadership.hec.nhs.uk
- [9]. Impact of Employees Motivation on Organizational Effectiveness Quratul-Ain Manzoor ; European Journal of Business and Management ; Volume 3, No.3
- [10]. Impact of Leadership Versus. Organizational Effectiveness in the Secondary Banking Sector in Albania Phd. Dritan Shoraj.
- [11]. Indian Women Leaders - Defining Leadership as they march ahead ; Article - Arva Shikari , Senior Research Associate with Great Place to Work® Institute, India;
- [12]. "Indian IT-BPO Industry". NASSCOM.
- [13]. Organizational Effectiveness ; <https://eoeleadership.hec.nhs>.
- [14]. Qualities of Women Leaders-The Unique Leadership Characteristics of Women; Article By Linda Lowen.
- [15]. Social Transformations in Contemporary Society 2013 (1) Organizational assessment: effectiveness vs. Efficiency Ilona Bartuševičienė Mykolas Romeris universitetas, Lithuania Evelina Šakalytė Mykolas Romeris University, Lithuania ISSN 2414-8385 (Online) ISSN 2414-8377 (Print European Journal of Multidisciplinary Studies May-Aug 2017 Vol.5, Nr.1 170
- [16]. The glass hammer – Smart women in numbers – online community for women - Top organisations preparing our future female leaders – By Jacqueline B.Lister ; 9/11/13
- [17]. What is organisational_effectiveness ; www.researchgate.net
- [18]. Women in Indian Information Technology (IT) sector: a Sociological Analysis by Asmita Bhattacharyya; Dr. Bhola Nath
- [19]. Using Employee Gainsharing Plans to improve Organizational Effectiveness. Benchmarking; Roy, M. H., & Dugal, S. S., (2005)

Dr.Rohini G Shetty "Leaderonomics-Women Leaders and Organizational Effectiveness. "IOSR Journal of Business and Management (IOSR-JBM) 20.7 (2018): 35-44