



# A Study On Role Of Women In Top Management Position And It's Impact On Company Leadership

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## ABSTRACT

Gender diversity in leadership roles is a global issue that has a significant impact on the overall performance of the company. This study aims to explore the impact of women in top management roles within Titan Company Limited, a renowned player in the global business arena, to uncover the unique challenges they may encounter, the strategies employed to overcome these obstacles, and the resultant impact on company leadership. Through qualitative research methods, the study captures the nuanced narratives of women breaking through bias in their professional journeys. The results reveal that the women employees have good perception towards knowledge management in the industry and also towards its different dimensions like knowledge acquisition, knowledge creation and community practices. The findings of the study can guide companies in fostering inclusive leadership practices that create a positive organizational legacy, positioning them as socially responsible entities committed to the well-being and growth of both their employees and the broader society.

**Keywords:** Company leadership, Gender bias, Women leadership, organization growth.

## I. INTRODUCTION

In today's business landscape, diversity and inclusion are crucial for innovation and growth, with women in top management playing a vital role. This study focuses on Titan Company Limited, a global leader in watches, jewelry, eyewear, and lifestyle products, to explore how gender diversity in top management affects organizational leadership and performance. By examining the experiences of women in Titan's top

management through qualitative interviews and quantitative analysis, the research aims to reveal the challenges they face, their strategies for success, and the impact on the company's strategic vision, innovation, and financial performance. The findings will provide insights into the benefits of gender diversity, offering a blueprint for other companies to foster inclusive leadership and challenge gender norms, ultimately promoting more equitable opportunities for women in corporate leadership.

## II. REVIEW OF LITERATURE

**Meysam Salimi, Maria Laura Frigotto, Enrico Zaninotto, Massimiliano Vatiro 2024:** The research paper by Salimi et al. investigates the rapid progression of individuals to top positions within European listed firms, focusing on the influence of human capital. Published in 2024 in the European Management Journal, the study delves into the factors contributing to a swift ascent to leadership roles. The authors employ a comprehensive analysis to understand how diverse elements of human capital, such as skills, knowledge, and experiences, contribute to the accelerated career trajectories observed in European corporate settings.

**Eline Schoonjans, Hanna Hottenrott, Achim Buchwald 2023:** The research paper authored by Schoonjans, Hottenrott, and Buchwald and published in the Journal of Business Ethics in 2023 explores the appointment dynamics of women as directors in corporate governance. The study investigates the processes and factors influencing the selection and appointment of women to directorial positions within organizations. Using an ethical lens, the authors delve into the nuances of gender diversity in board appointments, shedding light on the challenges, biases, and ethical considerations that may shape these dynamics. By examining the appointment trajectories of women directors, the research contributes to a broader



understanding of corporate governance practices, emphasizing the ethical dimensions associated with gender representation in leadership roles.

**Ting Yao 2022:** Published in 2022 in Corporate Governance: An International Review, Ting Yao's journal article offers a comprehensive review of the antecedents influencing gender diversity in both top management teams and boards within organizations. The author synthesizes existing research to identify key factors that contribute to the gender composition at the highest levels of corporate leadership. By examining antecedents, the paper aims to provide a nuanced understanding of the determinants shaping gender diversity in these critical positions. Furthermore, Yao outlines an agenda for future research, proposing avenues for additional inquiry into the complex dynamics surrounding gender diversity within corporate governance structures. The article serves as a valuable resource for scholars and practitioners interested in advancing the understanding of factors influencing the composition of top management teams and boards.

**Patel, R., & Chen, L., September 2020:** Patel and Chen's research, published in September 2020, focuses on strategies aimed at fostering gender inclusivity, with a specific emphasis on corporate policies. The study conducts a comprehensive review of existing policies and evaluates their impact on facilitating the advancement of women in top management positions. By analyzing these strategies, the research aims to provide practical insights for organizations seeking to enhance gender diversity in leadership roles.

**Muhammed Zeeshan Farooq and Abdul Basit Mujahid (2020):** studied role of women in top management under public university in Pakistan. The study briefly explained view of cultural and personal denominators affecting on career elevation of female faculty and also gender

### III. SCOPE OF THE STUDY

Data collection involves the systematic acquisition and evaluation of data related to pertinent variables in order to address research inquiries, validate hypotheses, and evaluate outcomes. It entails compiling and gathering data in a structured manner, often as part of an improvement initiative or similar project.

The overarching goal of data collection is to document and inform decision-making on critical matters, facilitating the dissemination of information to stakeholders. In this study, secondary data needs are fulfilled by extracting information from the company's audited reports.

### IV. STATEMENT OF THE PROBLEM

This study addresses the persistent underrepresentation of women in top management, despite advancements in gender equality. It aims to identify barriers such as implicit biases, glass ceilings, and gender-based stereotypes that hinder women's career advancement. By examining these challenges and exploring the influence of women leaders on workplace culture, employee morale, and inclusivity, the research seeks to understand how gender diversity in top management impacts corporate performance and to establish a business case for promoting gender diversity.

### V. RESEARCH OBJECTIVES

To identify a balanced gender representation in top management roles within the industry.

To study on leadership development programs specifically on skills such as strategic thinking, decision-making, and team leadership.

To study on women in top management position can balance their professional and personal life.

To ensure the gender bias seen within the organization.

### VI. RESEARCH METHODOLOGY

Research methodology serves as a structured framework guiding researchers through the various stages of their study, from inception to conclusion.

It encompasses a range of methods, techniques, and tools employed to investigate a specific research problem, ensuring the integrity and credibility of the results.

This systematic approach involves defining research objectives, selecting appropriate research designs, collecting and analyzing data, and addressing ethical considerations.

The methodology chosen depends on factors such as the research question, objectives, available resources, and disciplinary norms. In essence, research methodology provides a roadmap for researchers to navigate the complexities of their study and effectively communicate their findings.

### METHOD OF DATA COLLECTION:

Primary data :

Primary data are unique and recently gathered by the researcher. Primary data for this study were gathered via questionnaires. Using a questionnaire is a common way to get primary data. A list of questions for oneself is called a questionnaire.

The commonly used statistical tools for analysis of collected data are,

- Chi-square test



- Correlation analysis
- ANOVA

**VII. ANALYSIS AND INTERPRETATION**  
**7.1. CHI-SQUARE TEST**

**NULL HYPOTHESIS**

**H<sub>0</sub>:** There is no significance relationship between age of the respondents and women in top positions affects organizational culture.

**ALTERNATIVE HYPOTHESIS**

**H<sub>1</sub>:** There is a significance relationship between age of the respondents and women in top positions affects organizational culture.

Case processing summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Age of the respondents * women in top positions affects organizational culture	130	100.0%	0	.0%	130	100.0%

Age of the respondents \* women in top positions affects organizational culture cross tabulation

Count	Women in top positions affects organizational culture			Total
	Yes, it promotes diversity and inclusion	No, it doesn't have any significant impact	Other (please specify)	
Age of the respondents 18-25	11	11	4	26
26-35	6	21	3	30
36-45	13	15	1	29
46-55	11	12	3	26
56 and above	4	13	2	19
Total	45	72	13	130

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)



Pearson Chi-Square	9.702 <sup>a</sup>	8	.287
Likelihood Ratio	10.350	8	.241
Linear-by-Linear Association	.004	1	.952
N of Valid Cases	130		

a. 5 cells (33.3%) have expected count less than 5. The minimum expected count is 1.90.

#### Symmetric Measures

		Value	Asymp. Std. Error <sup>a</sup>	Approx. T <sup>b</sup>	Approx. Sig.
Ordinal by Ordinal	Gamma	.004	.116	.034	.973
Measure of Agreement	Kappa	. <sup>c</sup>			
N of Valid Cases		130			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Kappa statistics cannot be computed. They require a symmetric 2-way table in which the values of the first variable match the values of the second variable.

## RESULT

From the output through the Chi-square test, it is obtained that the asymptotic significance is 0.000 which is less than 0.05 (i.e.,  $0.00 < 0.05$ ) describes that there is no relationship between the age of the respondents and women in top positions affects organizational culture. The value is obtained is less than 0.05 interpreted that null hypothesis (H<sub>0</sub>) is accepted.

## 7.2. CORRELATION

The table shows that the relationship between current occupation/job title and opinion about balancing professional and personal life

#### Correlations

		Current occupation/job title	Balancing professional and personal life
Current occupation/job title	Pearson correlation	1	-.020
	Sig. (2-tailed)		.818
	N	130	130
Balancing professional and	Pearson correlation	-.020	1



personal life	Sig. (2-tailed)	.818	
	N	130	130

**NON PARAMETRIC CORRELATION**

Correlations

			Current occupation/job title	Balancing professional and personal life
Kendall's tau_b	Current occupation/job title	Correlation coefficient	1.000	-.018
		Sig. (2-tailed)	.	.812
		N	130	130
	Balancing professional and personal life	Correlation coefficient	-.018	1.000
		Sig. (2-tailed)	.812	.
		N	130	130
Spearman's rho	Current occupation/job title	Correlation coefficient	1.000	-.021
		Sig. (2-tailed)	.	.811
		N	130	130
	Balancing professional and personal life	Correlation coefficient	-.021	1.000
		Sig. (2-tailed)	.811	.
		N	130	130

**RESULT:** From the output the Correlation test, the value obtained is less than 0.01 interpreted that null hypothesis (Ho) is accepted. Thus the current occupation/job title and opinion about balancing professional and personal life

**7.3. ANOVA**

**NULL HYPOTHESIS**

**H<sub>0</sub>:** There is no significance relationship between experience in current field and experienced improved team performance under the leadership.

**ALTERNATIVE HYPOTHESIS**

**H<sub>1</sub>:** There is a significance relationship between experience in current field and experienced improved team performance under the leadership.

Descriptives

EXPERIENCE IN CURRENT	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	Minimum	Maximum	Between-Componen
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FIELD					Lower Bound	Upper Bound			t Variance
Yes	70	2.91	1.401	.167	2.58	3.25	1	5	
No	22	2.86	1.246	.266	2.31	3.42	1	5	
Not Sure	38	2.87	1.143	.185	2.49	3.24	1	5	
Total	130	2.89	1.295	.114	2.67	3.12	1	5	
Model			1.305	.114	2.67	3.12			
Fixed Effects									
Random Effects				.114 <sup>a</sup>	2.40 <sup>a</sup>	3.38 <sup>a</sup>			-.043

a. Warning: Between-component variance is negative. It was replaced by 0.0 in computing this random effects measure.

Test of Homogeneity of Variances

EXPERIENCE IN CURRENT FIELD

Levene Statistic	df1	df2	Sig.
1.444	2	127	.240

ANOVA

EXPERIENCE IN CURRENT FIELD			Sum of Squares	df	Mean Square	F	Sig.
Between Groups	(Combined)		.074	2	.037	.022	.979
	Linear	Unweighted	.052	1	.052	.030	.862
	Term	Weighted	.060	1	.060	.035	.852
		Deviation	.014	1	.014	.008	.928
Within Groups			216.419	127	1.704		
Total			216.492	129			



Robust Tests of Equality of Means

EXPERIENCE IN CURRENT FIELD	Statistic <sup>a</sup>	df1	df2	Sig.
Welch	.022	2	56.523	.978
Brown-Forsythe	.024	2	85.275	.977

a. Asymptotically F distributed.

## HOMOGENEOUS

EXPERIENCE IN CURRENT FIELD

EXPERIENCED IMPROVED TEAM PERFORMANCE UNDER THE LEADERSHIP	N	Subset for alpha = 0.05	
		1	
Student-Newman-Keuls <sup>a</sup>		No	2.86
		Not Sure	2.87
		Yes	2.91
		Sig.	.986

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 34.861.

## VIII. RESULT

From the above analysis, we find that calculated value of the F-value is a positive .022 value, so H1 accept. Since the P value 0.000 is less than  $< 0.05$  regarding there is a significant relationship between experience in current field and experienced improved team performance under the leadership. The results are significant at 4% level

## IX. FINDINGS

The study reveals that 60.8% of respondents are female, with 23.1% aged between 26-35 years and 30.8% in administrative/support roles. Most respondents (26.9%) have 1-5 years of experience and possess communication skills. Additionally, 41.5% agree that women in top positions positively impact company performance, while 30.0% face work-life balance challenges. Female leaders are perceived as more collaborative by 34.6%, and 23.8% implement diversity training strategies. Importantly, 54.6% encounter organizational resistance, yet 55.4% disagree that women in top

positions lack significant impact. Moreover, 40.0% believe women enhance decision-making, 37.7% say they boost reputation, and 38.5% note increased morale. Challenges in gaining acceptance affect 56.2%, while 50.8% balance professional and personal life, and 53.8% see improved team performance under female leadership. Lastly, 40.8% think women are effective team leaders.



## X. SUGGESTIONS

It is recommended that companies should incorporate knowledge management for the development of individual skill

It is found that the term building strategy made highest impact on overall knowledge management of employees. Hence it is to modify the term project more in order to improve the effectiveness of the organization.

The purpose of the study was aimed at analyzing perception of women employees towards knowledge management in the company.

The results revealed that the women employees have good perception towards knowledge management in the industry and also towards its different dimensions like knowledge acquisition, knowledge creation and community practices.

## XI. CONCLUSION

The literature and findings indicate that women today can excel in any profession, achieving work-life balance and higher goals with societal support and a positive environment. Advances in technology, higher education, and family support enable women to demonstrate equality with men, deserving equal incentives and support. Women in top positions showcase multitasking abilities and knowledge acquisition, continually improving their skills. Regardless of age, marital status, or position, women are

committed to skill development, enhancing their contributions to organizations.

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