FEMALE AS AN IMPERATIVE HUMAN RESOURCE: A REVIEW PAPER

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Paper discusses research findings to probe into the qualities of female employee, their work style, behavior at workplace, and famine skill at working place, which are generally untapped, unnoticed and unexplored by the business organizations and society. It is observed that majority of female employees are not receiving right job, right pay, and right treatment and not well managed human resource in male dominant Indian society. Researcher wants to draw the attention on those findings so that it could be beneficial to both working class female and employer. Findings of the previous researches presented through eight key criterion of ‘organizational performance model’ developed by McKinsey Pvt Company Ltd. Paper concludes that the Female could be the imperative human resource if used in a right way, at right place and at right time to enhance the organizational performance.

Keywords: Female Employee, Web thinking, Social skill, Nurturing and Sensitive

INTRODUCTION

As per Indian census 2011, 48.5% of population is female. Gender ratio per 1000 males is 949 females in rural and 929 in urban. The workforce participation rate of females at the national level is 25.51%. In rural sector the rate is 30.02% and in urban it is 15.44%.

In occupational category 41.1% females are marginal workers like agricultural laborers, 24% are cultivators, 5.7% are household industry wokers and 29.2% are engaged in other works. female working population ratio was highest in Himchal Pradesh for rural sector (52.4%) and in urban sector it was highest in Sikkim (27.3%). 59.3% females were self employed, 5.6% had regular wages/salaried employment and 35.1% were casual labors in 2011-12.

Some statistics talks that 68.5% of females work in farming, which accounts around 77 million female. 10.8% of Indian working females are in manufacturing, mostly in few industries: like tobacco, textiles, and apparel. Construction is the third-largest female employer, with 5.1% of female, 3.8% of female work in education, 2.1% of female work in grocery stores, and 1.6% of female are employed by families for various sorts of domestic work, mostly as cleaners. 1.5% of female provides personal services that include beauty treatments, washing clothes, massage, arranging marriages, baby-sitting, dusting and...
washing dishes. However, 1.1% of all working females are in health care and 1% of working female in bureaucracy.\(^1\)

In 2011, 20.5% females were employed in the organised sector with 18.1% working in the public sector and 24.3% in the private sector.

In case of compensation, the average wage/salary received by regular employees of age 15-59 years was Rs. 201.56 per day for rural females and urban females Rs. 366.15 per day.

In case of job opportunities, in central council of Ministers, in 2013 female occupied only 12 out of 78 Ministerial positions. For the country as a whole, 59.6% female have access to money.\(^2\)

Researcher observed that females in India are not engaged into work that suits to her natural talents and traits. Work distribution is not as per her natural qualities. Gender inequalities continue to persist at up and-out knowledge organizations, making it difficult for female to advance to senior levels. Inequalities reflect the fact that female junior professionals do not see senior professionals in their organization who look like them. (McGinn) Work Related Factors have more effect on female Well-being mainly job satisfaction than family satisfaction and family related factors have more effect on family satisfaction than female wellbeing mainly job satisfaction (Sarminah, 2006).

There is a significant difference in job satisfaction based on the employees’ demographic characteristics. Management style varied according to the managers’ demographic profile (Al-Ababneh and Lockwood).

It is said that satisfied employees have less absentees at work place, show less job stress, stay at work longer, and make positive contributions to their organisations (Griffin, 2002).

Researcher observed that female working class is budding in India The reason could be urbanisation, privatization, globalisation, nuclear family culture, and commercialisation and so on. female employees have found in each every working field right from household chores to parliamentarian and tiny worker to CEOs. The world is changing in ways that can profit from female’s skills. Today, all commercials and non-commercials skills are all burgeoning. All can benefit from female’s natural talents. She is different with the brain and behavior. However, it is observed that in India females are not looked as an imperative human resource in the organization. Therefore, the need is to probe into qualities of female at work place so that she could be imperative human resource. Researcher strongly believes that organizations need to adopt different management approach in getting the work done from female employees, as female gender has distinct physic, emotions, work style, work approach and traits. For the organizational excellence, need arises to know more about female employees. Thus, the efforts have made to review the previous studies, to probe into the female qualities, their work style and behaviour at work place with their feminine skills to enhance the organizational performance.

**METHODOLOGY AND DISCUSSION**

The paper aims to understand the female innate skills and qualities at work place and to know the importance of human resource to improve the organizational performance. Researcher has reviewed thirty-six research papers, few books,
few unpublished papers, articles (online and offline research journals) and gone through the websites. Review paper tries to synthesize with the findings of previous researches and present through McKinsey’s diagnosis tool that measures the organizational excellence against nine criterias.

McKinsey has used a diagnosis tool that measures the organizational excellence against nine key criteria.

1. Direction: Articulating where the organization is heading and how to get there and aligning people.
2. Accountability: Designing structures/reporting relationship and evaluating individual performance to ensure accountability and responsibility for business results.
4. External orientation: engaging in constant two-way interactions with customers, suppliers or other partners.
5. Leadership team: ensuring leaders shape and inspire the actions of others to drive better performance.
6. Innovation: Generating a flow of ideas so that the company is able to adapt.
7. Capabilities: Ensuring internal skills and talent to support strategy and create competitive advantage.
8. Motivation: inspiring and encouraging employees to perform and stay.
9. Work Environment and values: shaping employee interactions and fostering a shared understanding of values.

The results of previous researches have been presented through above eight criterios (Out of Nine).

**CAPABILITIES, LEADERSHIP AND DIRECTION**

The best managers always listen, motivate, and provide support to their people and many female employees seem to do those things better than male employees. (Aynreba). females are more likely than males to use transformational leadership and motivating others by transforming their self-interest into the goals of the organization (Judy, Reprint 90608). female leaders do not covet formal authority. They have learned to lead without it (Judy, Reprint 90608).

Some leadership behaviors, which are more frequently applied by females than by males in managing teams, prove to enhance corporate performance and will be a key factor in meeting tomorrow’s business challenges. Hence, promoting gender diversity and leadership variety is of strategic importance for companies. Company has used various diagnostic tools that measures a company’s organizational excellence against nine key criteria: “Leadership team”, “Direction”, “Work environment and values”, “Accountability”, “Coordination and control”, “Capabilities”, “Motivation”, “Innovation”, and “External orientation” (Labaye, 2007).

female apply five leadership dimensions viz. ‘people development,’ ‘expectation and rewards’, ‘role model’, ‘inspiration’ and ‘participative decision making’ more frequently than male where People devt, expectation and reward and role model help to reinforce the organisational performance dimensions, viz., ‘work environment and values’, ‘Accountability’, ‘leadership team’ (Labaye, 2007).
Leadership style is the tendency for females to adopt a more participative and democratic style whereas males are more an autocratic or directive style (Johnson, 1996).

Customs of veiling and seclusion of female have positive connotations in some areas of the world. (Maura O’Neill Maryknoll, 1990) Additionally, female in professional settings reported that they were more likely to use affiliative (M.A., 1991) (M.J, 1998) and indirect negotiation strategies (L.M., 1992), Additional researchers have indicated female supervisors end to use interpersonal, compromising, collaborative, accommodating, integrating, cooperative, avoiding, pro-social communicative methods.

**EXTERNAL ORIENTATION**

Females are thought to develop feminine characteristics such as emotionality, sensitivity and cooperativeness (Broverman, 1972).

**OCCUPATIONAL CHOICE**

Fishbein’s model has extended to female occupational choice. Where normative beliefs and the attitudinal components of the model have applied to female career choices and the normative beliefs component of the model has found to be the major predictor of behavioral intentions whereas the attitudinal component was relatively unimportant (Marsha Greenstein, 1979).

(Bridges Judith, 1985) female most likely to want to pursue occupations with good job availability for them and to expect the most intellectual stimulation and approval from others.

Wlassoff (2015) It is well said that female have different brains that make them see and feel differently. The difference in brain structure and chemistry also makes males and female more vulnerable to varying kinds of mental disorders. Male brains have more connections within each hemisphere, in female brains there are more connections between the two hemispheres. The rear end of the brain is involved in perception while the frontal portion controls coordinated activities. The left hemisphere of the brain is involved in logical thinking while the right hemisphere is the seat of intuitive thinking. Increased inter-hemispheric neural connectivity makes female generally more adept at intuitive thinking that involves coordinating analytical reasoning and intuition. Females are therefore better at managing relationships, empathizing, articulating and expressing themselves creatively, and appreciating beauty. They have denser gray matter in the parietal cortex than men. This explains why female tend to be better at interpreting verbal cues; gauging what lies behind words and in what remains unuttered, remembering faces, and understanding gestures. Gender differences in the human brain lead to considerable differences in the way male and female perceive, interpret, and react to their external environments.

Female’s “web thinking,” intuition, mental flexibility, long-term planning, creativity, imagination, verbal skills, social skills as well as different views of power create undeniable win-win strategies in business.

Psychologist reported that when female cogitates, they gather details somewhat differently than males. Female integrate more details faster and arrange these bits of data into more complex patterns. As they make decisions, female tends to weigh more variables, consider more options, and see a wider array of possible solutions to a problem. Female tend to generalize,
to synthesize, to take a broader, more holistic, more contextual perspective of any issue. She coined a term for this broad, contextual, feminine way of reasoning, i.e., web thinking.

female’s web thinking also enables them to exercise more intuition and intuition plays a productive role, it often unrecognized as role in managerial decision-making. Psychologist Herbert Simon has explained this mental capacity.

female uses long-term strategies more regularly in their financial affairs. female’s brain architecture contributes to their tendency to plan long term. female may have evolved the propensity to think long term to plan for their children’s and distant future.

Today, however, this faculty predisposes female to see business issues from a longer perspective an essential element of leadership. Mental flexibility is an essential trait of leadership in our dynamic global economy.

Female have what scientists call “executive social skills.” As novelist Sarah Orne Jewett remarked, “Tact is, after all, a kind of mind reading.” With these skills, females are built to read minds.

In fact, “people skills” are associated with the female hormone, estrogen. Along with female’s executive social skills are their remarkable facilities for networking, collaboration, empathy, inclusion, and sharing power. female forms cliques and regard power as an egalitarian network of supportive connections. These traits have also linked with hormones. Along with female’s executive social skills are their remarkable facilities for networking, collaboration, empathy, inclusion, and sharing power. Feminine dispositions to work in egalitarian teams, network, and support others were unquestionably vital. Today, these traits are still more impressive contribution to the contemporary business environment. (Linda Coughlin)

Differences observed between male and female in business and corporate world a function of biological and psychological differences between the genders or are they mostly a function of cultural learning and cultural definition of gender roles. The most of such values and norms have learned in schools and universities. Few areas can be interpreted to point the existence of stronger “nurturing instinct” among female. The hypotheses proved culturally determined attitudes taught at the universities are similar for male and female, any differences detected between the attitudes of male and female attributed to factors more fundamental than just the power structure of a “paternalistic” society. (Mahadavi)

Feminine charm, an ‘impression management technique’ available to female that combines friendliness with flirtation. This feminine charm would create positive impressions of its users, thus partially mitigating the social penalties female negotiators often incur and would predict better economic deals for females. (Kray Laura, 2012)

WORK ENVIRONMENT AND VALUES
It is always said that female are more loyal than male but conditions under which the reverse is found, depending on the object of loyalty. Loyalty towards individual is more than group of people. Where female consumers tend to be more loyal than male consumers to individuals, such as individual service providers, this difference has reversed when the object of loyalty is a group of people (Valentyna Melnyk, 2009).
Employees’ tendencies to engage in organizational revenge, interpersonal revenge, interpersonal violence, and corruption significantly increased with perception of organizational injustice. Males’ employees’ tendency to engage in organizational revenge and interpersonal violence is higher than females. There were no gender differences in employees’ tendencies to engage in corruption and interpersonal revenge (Bolanle Ogungbamila, 2014).

COORDINATION AND CONTROL

Female and male allocate credit for the joint success very differently. There is a tendency of female to undervalue their contributions in collaborative contexts. Female give more credit to their male teammates and took less credit themselves unless their role in bringing about the performance outcome was irrefutably clear or they were given explicit information about their likely task competence. However, female did not credit them less when their teammate was female. Also female devalue their contributions to collaborative work, and that they do so by engaging in attributional rationalization, a process sparked by female’s negative performance expectations and facilitated by source ambiguity and a satisfactory ‘other’ to whom to allocate credit (Heilman, 2013).

According to social scientists and business analysts, female are better able to tolerate ambiguity a trait that most likely stems from their ability to hold several things simultaneously in mind. Female are well endowed for this indefinite business climate.

Positive impact of task-related diversity on team performance. Although bio-demographic diversity was not significantly related to team performance. Similarly, no discernible effect of team diversity was found on social integration (K. & B.).

Motivation

Inspirational motivation was perceived as more important for male than female and especially important for promotion to CEO. In contrast, individualized consideration perceived as more important for female than male and especially important for promotion to senior management. Consistent with these stereotypical beliefs about leadership, female interested in promotion may be well advised to blend individualized consideration and inspirational motivation behaviors (Vinkenburg, 2011).

Accountability

(Burke Ronald) 3 female employees’ four work experiences viz. ‘support and encouragement’, ‘feeling accepted in the organization’, ‘opportunities for training and development’, and ‘work and family integration’ had significant relationships with both work and well-being outcomes. They were positively and significantly correlated though the female generally indicated low exposure to them. Work-family integration had the strongest and most consistent relationships with these outcomes.

Leadership Team

The under representation of qualified female in leadership positions has created a gender gap that exists not only in education but also in many areas of the workplace. Society has determined that only males make good leaders; therefore, it continues to deny easy access for female seeking leadership roles because they do not fit
the norm. Female who seek leadership positions face barriers and many times give up because they become overwhelmed in dealing with obvious barriers (Roslin).

With increasing numbers of female moving into decision making positions in organizations coupled with the obvious importance of conflict management skills in providing effective leadership, there has been an increased focus on the gender differences in managing conflict (Neubert and Palmer, 2004). To overcome this it could suggest that men and female tend to endorse conflict management strategies that complement gender role expectations (R.M., 1999).

Working in a diverse team had a higher preference for considerate leadership than participants expecting to work in a homogeneous team. An interaction between group diversity and consideration shows that highly considerate leaders improved team functioning for heterogeneous (but not homogeneous) teams, and that leader individuation, or the ability of the leader to see members as unique individuals, explained the positive effects of considerate leadership on the functioning of diverse teams (Homan and Greer).

Chinese companies indicated that a team member’s creative self-efficacy moderated the relationship between cognitive team diversity and individual creativity: this relationship was positive only when creative self-efficacy was high. Further, “transformational leadership” moderated the relationship in such a way that cognitive team diversity was positively related to individual creativity only when transformational leadership was high (Shin, Kim, Lee, and Bian).

It is identified that status as a foundation of influence differences in groups and indicates that members of disadvantaged status groups, such as female and minorities, will have decreased influence and face challenges in acquiring and using power. Also suggests solutions to these challenges, including self-presentation strategies of group motivation and institutional arrangements that support female in powerful leadership positions (W. and R).

It is found that team identity moderates the relationship between diversity and team effectiveness, indicates that commitment and attraction to their team enhances members’ ability to work together cooperatively. Threat to professional identity plays a deleterious role by moderating an inverse relationship between diversity and effectiveness, suggests that professional dissent may increase the negative effects of diversity. Finally, support for the role of inter professional motivation in strengthening team identity and reducing identity threat provides both an additional theoretical contribution, and offers a practical strategy for enhancing the effectiveness of inter professional teams (Vicki and Michelle).

(Mary) Survey items explored the following topical areas of leadership style

- Leadership Style: Perceptions of the presidents’ leadership styles as viewed through the lens of transformational or transactional leadership.
- Leader Effectiveness: Perceptions of the presidents’ effectiveness as leaders, as measured by indicators such as employee satisfaction, the institution’s perceived educational quality and perceived increases in quality of education.
in the racial and ethnic diversity of students and faculty.

- Institutional Context: Perceptions of the institutional context, including the existence of a strong strategic plan as well as campus climate, campus culture, and economic stability.

- Leadership Perception: Perceptions of how men’s and female’s leadership styles differ by gender (for example, whether respondents believe that men tend to be more assertive leaders and female more relationship-oriented leaders).

- Demographics: Items such as respondents’ gender, race, ethnicity, position, and number of years spent at the institution.

Study results indicated that transformational leadership styles, which often involve communal leadership behaviors, had a high correlation with leader effectiveness when followers were rating both female and male presidents. Further, gender had a mild correlation with perceived effectiveness, with female presidents slightly more likely to be perceived as effective leaders by their followers. Author believes that his study has favorable implications for increasing the representation of female leaders in higher education. Female leaders may benefit from exercising the transformational styles of leadership with which they are often associated.

Female may manage more like men in male-dominated organizations. Drawing on Social Role study develops the opposite expectation that female managers may actually adopt a more feminine management style when they manage primarily men. More specifically, it argues that female managers simultaneously occupy both gender and organizational roles when leading and that they may be penalized for violating the former when they adopt an aggressive masculine style. It believes that female will seek to minimize this gender role conflict by adopting a more participatory and inclusive style than male counterparts when managing male-dominated organizations. It offers the expectation that the differences between female and male managers will diminish as the proportion of female employees increase (Nicholson-Crotty).

Female tend to adopt a more democratic leadership style. They encourage participation, share power and information, and attempt to enhance followers’ self-worth. They lead through inclusion and rely on their charisma, contacts, and interpersonal skills to influence others. The tendency for female leaders to be democratic than males declines when female are in male-dominated jobs. Apparently, group norms and masculine stereotypes of leaders override personal preferences so that female abandon their feminine styles in such jobs and act more autocratically. In today’s organizations, flexibility, teamwork, trust, and information sharing are replacing rigid structures, competitive individualism, control, and secrecy. The best managers listen, motivate, and provide support to their people. Many female seem to do those things better than men. The expanded use of cross-functional teams in organizations means that effective managers must become skilful negotiators. The leadership styles female typically use can make them better at negotiating, as they are less likely to focus on wins, losses, and competition, as do men. They tend to treat negotiations in the context of a continuing relationship (Aynreba).
Male and female leaders make the same amount of money but they describe their leadership differently. Second wave of female is making its way in top management, not by adopting the style and habits that have proved successful for male but by drawing on the skills and attitudes they developed from their shared experience as female. The second generation managerial female are drawing on what is unique to their socialisation as female and creating a different path to the path to the top. It is found that female encourages participation, share power and information, enhance other people’s self worth, and get others excited about their work. All these things reflect their belief that allowing employees to contribute and to feel powerful and important is win-win situation-good for the employees and for the organization. female are more likely than men to use transformational leadership to motivating others by transforming their self-interest into the goals of the organization. female are much more likely than men to use power based on charisma, work record and contacts (personal power) as opposed to power based on organizational position, title and the ability to reward and structural power. Most men and female describe themselves as having an equal mix of traits that are a considered’ famine (being excitable, gentle, emotional, submissive, sentimental, understanding, compassionate, sensitive, dependent), ‘masculine (dominant, aggressive tough, assertive, autocratic, analytical, competitive, independent) and gender-neutral (adaptive, tactful, sincere, conscientious, conventional, reliable, predictable, systematic efficient). female who describe predominately ‘feminine or ‘gender neutral’, reported higher level of followership among their female subordinates than female who describe themselves as ‘masculine’. female are more likely than men to say they make people feel important, included and energized. female leaders don’t covet formal authority. They have learned to lead without it (Judy, Reprint 90608).

Good school administration is more attuned to feminine than masculine modes of leadership behavior. female attributes of nurturing, being sensitive, empathetic, intuitive, compromising, caring, cooperative, and accommodating are increasingly associated with effective administration. While these characteristics are innate and valuable, female possessing the qualities of a good leader still face higher attrition and slower career mobility particularly in higher education (Porat, 1991).

Students’ academic performance and teachers’ professional performance rated higher under female principals. female were more effective administrators. Supervisors and teachers preferred the decision-making and problem-solving behaviors of female. female principals were more concerned with helping deviant pupils. female principals placed more importance on technical skills and organization responsibility of teachers as a criterion for evaluation (Gross and Trask, 1976).

A leader with an emerging, inclusive style of leadership could provide an institution with new values grounded in cooperation, community, and relationships within the community (Chliwniak, 1997). female leaders possess an inclusive style that is to improve the institutions. The educational system continues to be structured as a traditional home: men manage the schools, and female nurture the learners (Whitaker and Lane, 1990).
Even today female leaders are still being tested in ways that men aren’t. Men do not have to answer basic questions about their abilities or deal with much closer scrutiny as female (female Gaining Ground in Academia, 1994).

female prefer a participative style of leadership and management, characterised by consultations with others, teamwork, collaborative decision-making and the use of power to empower others. They also strive for good human relationships because they believe that it fosters mutual respect, trust, openness and a good working atmosphere (Maria, Jan, 2002).

If managers adopt their subordinates’ preferred style giving employees the respect and fair treatment they deserve, then this is seen to lead to job satisfaction, which in will affect the functioning of the organisation (Spector, 1997).

Job satisfaction can be categorised into two groups. The first group includes the job environment itself and some factors related to the job. The second group includes individual factors related to the person, who will bring these factors to the job including previous experiences and personality. Often both group of antecedents work together to influence job satisfaction Spector (1997). Thus, researcher strongly believes that to make favorable environment in the organization and some important factors related to job female could be the best alternative as an imperative human resource in the organization.

CONCLUSION

To conclude previous researches proved that the female could be the imperative human resource to enhance the organizational performance. This statement also supported by previous research (Company, 2007) that contemporary business community, buzzwords include “depth of vision,” “breadth of vision” and “systems thinking.” In this highly complex marketplace, a contextual view female is a distinct asset. female are built to employ this perspective. female are more varied and have less conventional point of view.

Evidences reveals that female have various natural qualities, ability to cultivate good habits, prone to loyalty, sincerity, web thinking, charming presentation, co-operation- control, capability to manage any task, ability to maintain external and internal environmental values, democratic and transformational leadership and so on. These skills and qualities are favorable to enhance the organizational performance. Thus, considering their qualities researcher suggests that female employee should be preferred as an imperative human resource to augment organization performance. These findings provide food for thought what could be the appropriate job field for female, distinct management principles to treat female employees. Neuroscientists, doctors, and drug manufacturers and raised some issues as should there be different drugs for men and female? Should physicians prescribe different treatment procedures for male and female? (Wlassoff, 2015). To work on Comparative SWOT analysis of human resources available in the organization and to understand the contribution of each gender in the organizational performance. Thus, “Human Relations Approach” or “Behavioural Science Approach” could be more seen among female employees which is the need today’s era for Effective and efficient organizational management.
MANAGERIAL IMPLICATIONS

Results of previous research draw the attention on the qualities and skills of female at work place, viz., her capability, co-ordination and control, work environment and values, leadership, loyalty, accountability, motivation and external coordination which would guide the employer to use this imperative human resource in the organization effectively and efficiently. In organizational performance management plays and important role but who manage that makes the difference as gender makes this difference so one should understand this difference and use the resources in a right way to improve the organizational performance. It is also possible to use the female in a right direction and right platform to get the positive results. This knowledge would help female in understanding their innate qualities and knowing of capabilities. It may help female in selection of job field. It would be possible to have proper job specification in organization. Results drawn by previous researches would help to understand skills and qualities of female employees to prove female are imperative human resources. This knowledge would help to the marketing manager in designing the marketing strategy to sell and convince the working female, designing emotional appeal, deciding product and distribution strategy. Since class of working women is, mounting and they are becoming financially sound (enjoying both income, i.e., individual income and life partner income), being paid liberty in decision-making and strong influence on the family purchasing and so on. Thus, have large potential to sell and design unique product for working women considering her qualities and traits.

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