LEADERSHIP STYLE OF CIVIL SERVANTS: A COMPARATIVE ANALYSIS OF MALE AND FEMALE CIVIL SERVANTS IN STATE OF HARYANA

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ABSTRACT
A civil servant plays a key role in policy making to decision making. The administrative set up in India, which is predominantly a male domain, is undergoing changes with time. Women have started coming to these services and acquiring positions that were traditionally occupied by men only. It is believed that when women will enter in top decision making positions only then they would be able to improve the status of large number of women who continue to suffer discrimination and injustice in their day to day life. In present paper an attempt has been made to do a comparative analysis of the profile, relations at work place and leadership styles of civil servants both male and female in the state of Haryana. In order to conduct the study, 175 civil servants which included 97 males (14 IAS + 53 HCS + 30 allied) and 78 females (17 IAS+ 31 HCS + 30 allied) who were purposively selected from 22 districts of Haryana. Female civil servants were more educated and younger than male counterparts. They were found to be autocratic leaders. It was observed that more male respondents had cordial relations with their subordinates whereas more females had cordial relations with their superordinates.

INTRODUCTION
Women who constitute 50 percent of the world’s population however lack equal representation in top decision making positions. Research reports show that fewer women are employed in the civil service and they figure prominently in jobs set aside for them, while top positions are generally occupied by men. A very insignificant number of women occupy key decision making positions in the public service globally (United Nations, 1989). Women in India constitute 18.5 percent of the IAS (Indian Administrative Services). Their representation in the civil service has improved since the independence but the historical pattern of male dominance still continues, which reflects deep-seated societal norms and biases. The present paper provides a comparative analysis of leadership style of male and female civil servants in the state of Haryana. Women in Haryana continue to be subordinated, subjugated and deprived, as evidenced in the extremely low sex ratio of just 879 females per thousand males (Census, 2011), denial of education and basic rights, and prevalent violence against women. In 2009-10 women constituted only 4.11 per cent of directly employed workers in Haryana whereas the All India average is 4.82 times higher than Haryana at 19.8 per cent (Narayan, 2016). Out of 5893 class-1 officers in Haryana, only 1606 (27.2 per cent) are women (Statistical abstract of Haryana 2017-18). The number goes down as we move to occupations at higher level. There were 7 female IAS in Haryana in the decade 1980-90, 10 in 2000-10 and again 6 in 2010-2017 indicating thereby hardly any change in their status. Against this backdrop, it is imperative to examine the functioning of women administrators in the state of Haryana, how they work in the administrative set up of a patriarchal state and in a profession that is essentially male dominated. In that light, a comparative analysis of both male and female civil servants has been drawn. Leadership plays a crucial role in a bureaucratic organization. According to Burns (1978), leadership is identified as the ability to inspire followers to attempt to accomplish goals that represent the values, motivations, wants, needs, aspirations, and expectations of both leaders and followers. Schein (1992) indicates that leadership is the ability to operate outside of the existing culture to start an evolutionary change processes. Bass and Bass (2008) describe leadership in broader terms. They mentioned that leadership: (a) exists within social relationships and serves social ends; (b) involves purpose and direction; (c) is an influence process; (d) is a function; and (e) is contextual and contingent. Therefore, leadership involves those who work with others to provide direction and who exert influence on persons and things in order to achieve the organization’s goals.

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Different researchers have talked about various types of leaders (Goleman et al. 2002; Harris et al., 2007; Sinha, 1989). According to Muhammed (2011), there is democratic and autocratic style of leadership. He asserts that the democratic style of leadership exists when the leader involves his subordinates in the decision making process and the authoritarian or autocratic style of leadership exists when the leader directs his employees what is to be done without any consultation with them. An autocratic leader concentrates all the authority and decision making powers in himself. Wang et al. (2018) has identified three types of leadership. First being the authoritarianism- dominant leadership, in this type of leadership the leader assert absolute authority and control and focus mostly on completion of tasks with little or no consideration of the well-being of employees. The second type being Benevolence- dominant leadership, in which the primary concern of leaders is personal or familial well-being of the employees. The third type of leadership style was Classical paternalistic leadership that combines both authoritarianism and benevolence, and focused strongly on both task completion and well-being of the employees. They found that authoritarianism-dominant leadership affected the job performance negatively, while benevolence-dominant leadership mostly had a positive impact on the job performance of employees.

Review of Literature

Many studies have indicated that leadership styles of men and women are different (Helgesen, 1990, Porat, 1991, Rosener, 1990). Male leaders tend to lead from front, whereas women lean toward facilitative leadership, enabling others to make their contribution through delegation, encouragement and nudging from behind (Porat, 1991). He has further pointed out that women favour contributive, consensual decision making, while men lead toward majority rule. Women tend to focus on the process whereas men tend to emphasize the goal. Males and females have been found to favour different leadership styles. (Valentine and Godkin, 2000).

DeHart-Davis (2007) has found that women in bureaucratic organization place more value on the equity, efficiency and authorization power of Bureaucracy and perceive bureaucratic rules more favourably than men.

Neuse (1978) has pointed out that women rank higher on measures of professionalism and are less committed to hierarchical authority than men. He has further stated that women are more likely than men to value public input and participation in administrative process.

Gupta et al. (1998) have found that women prefer interactive style whereas men prefer command and control style of management. They use the top-down administrative style (Eakle, 1995).

Smith & Smits (1994) have distinguished between male and female leaders. They state that men lead by competitiveness, aggressiveness and even ruthlessness, women lead by helping subordinates, cooperating with peers and nurturing a sense of family in the workplace. Women are found to be more socially oriented, egalitarian, equality-based, self-aware and nurturing than men (Androka, 1998, Daley and Naff, 1998, Meeker and Elliott, 1996).

Rosener (1990) has asserted that women leaders are characterised by a style of interactive, “transformational” leadership that is, getting subordinates to transform their own self-interest into the interest of the group and create a work environment where everyone is involved. This assertion is supported by (Getskow, 1996), who believes, women are more interested in transforming people’s self-interest into organizational goals. Men on the other hand are more likely than the women to describe themselves in the ways that characterizes “transactional” leadership. That is, they view job performance as a series of transactions with subordinates-exchanging rewards for services rendered, or punishment for inadequate performance.

Helgesen (1990) has stated that masculine leaders often rely on force and intimidation to get the task done, feminine leaders are responsive and focused on the processes by which common objectives are defined and often pursued by consensus. An evidence of generalized differences between the managerial styles of men and women has been found by Rigg and Sparrow (1994). In terms of the way in which job is defined, women are seen to put an emphasis on team management as well as providing a service. In contrast, the men’s priority takes one of the two perspectives- either to be entrepreneurial or to concentrate on administering systems. In terms of overall style of operating, women are described as people oriented. The male style tends to be more political, flamboyant and forceful.

Rey (2005) has pointed out the gender differences in leadership styles. She has found that women have different leadership styles to male leaders. The common characteristics found associated with women include- being more participatory, democratic, more sensitive, nurturing and caring. Other characteristics include- good conflict management, and interpersonal skills, being excellent listeners and showing tolerance and empathy. Women were also described as more likely to lead from behind as compared to men who lead from the front. Terms such as nurturing, sensitive, empathetic, intuitive, compromising, caring, cooperative, and accommodative are often used when referring to women (Pearman, 1999).

Since women in Haryana are governed by patriarchal mindset, what kind of role these women administrators play in gender equity, is a question of critical inquiry. Whether their male subordinates listen to them? Whether they are effective leaders? These are some of the questions which have been explored through the present study.

Objectives

The present paper focuses on following objectives

- To study the profile of civil servants in the state of Haryana.
- To highlight differences in the leadership styles of male and female civil servants.
- To make a comparative analysis of relations with colleagues, subordinates and superordinates- male and female.
METHODOLOGY

The present study has descriptive research design where an attempt was made to draw a comparative analysis of leadership styles of both male and female civil servants in the state of Haryana. Civil servants included IAS officers and members of HCS (both executive and allied). The purposive sample of 175 which included 97 males (14 IAS + 53 HCS + 30 Allied) and 78 females (17 IAS + 31 HCS + 30 Allied) was drawn. A structured questionnaire was used to gather information. The structured questionnaire was divided into various parts which included the profile of the respondents, questions related nature of job, work relations, question that measured relations with subordinates, colleagues and superordinates and their level of cordiality with them.

For measuring leadership styles of civil servants, five point likert scales on leadership was developed which was adapted from Stogdill’s (1963) ‘The Leader Behavior Description Questionnaire’. There were fifteen statements, 8 positive and 7 negative. For each statement five responses were given i.e. strongly disagree, agree, undecided, agree and strongly agree. For each negative statements score 1 was given for strongly agree and score 5 was given for strongly disagree. For positive statements, strongly agree was given score 5 and strongly disagree was given score 1. To attain a cumulative position of individual different scores were allocated to their responses. On the basis of scores the leadership style of respondents was classified into two main categories i.e. autocratic and democratic.

RESULTS

The study sample consisted of 175 civil servants 55.4 per cent male respondents and only 44.6 per cent female respondents. 17.71 were IAS, 48 percent were HCS and 34.29 were from allied services were above the age of 50 years whereas 66.7 per cent female respondents and only 33.3 per cent male respondents were below the age of 30 years. Majority of females were young whereas majority of male respondents were in the older age groups.

Results show that there were majority of HCS officers in the present study. Out of 84, there were 63.1 per cent male respondents and 36.9 per cent female respondents who were HCS officers. Out of 31, there were 45.1 per cent male respondents and 54.8 per cent respondents who were IAS officers. Out of 60, there were 50 per cent male respondents and 50 per cent female respondents who were from allied services.

Data indicates that 64.3 per cent male respondents and 35.7 per cent female respondents had educational qualification up to graduation. There were 51.5 per cent male respondents and 48.4 per cent female respondents who were post graduates. 45 per cent males and 55 per cent female respondents were doctorates. There were 86.7 per cent male respondents and 13.3 per cent female respondents who were holding a professional degree. Out of 13 respondents, 55.5 per cent male respondents and 44.4 per cent respondents were holding diplomas in addition to graduation and post-graduation. Statistically a significant association was found between gender and educational qualification of the respondents.

Results indicate that there were 63 per cent male respondents and 37 per cent female respondents had monthly income of 1.5L- 2 lakh from all sources. Out of 21, 52.4 per cent male respondents and 47.6 per cent female respondents earned more than 2 lakh per month from all sources. 52 per cent male respondents and 48 per cent female respondents had monthly income of less than 1.5 lakh.

Leadership style and Gender

Results suggest that male and female leaders exhibit different leadership styles due to inherent biological differences and their socialization patterns. (Helegsen, 1990; Neuse, 1978; Pearman, 1999; Rey, 2005; Smith & Smits, 1994) It has been reported that the common characteristics found associated with women include- being more participatory, democratic, more sensitive, nurturing and caring. Nagaraju (2006) asserts that men are more likely to adopt an autocratic style of leadership whereas women are more democratic leaders. Kotur and Anbazhagan (2014), on the other hand has revealed that female employees are more autocratic in nature. An effort has been made to assess the association between the leadership style of civil servants and gender

Table 1 Distribution showing association between gender and leadership style of the respondents

<table>
<thead>
<tr>
<th>Leadership style</th>
<th>Gender of the respondents</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Males</td>
<td>Females</td>
</tr>
<tr>
<td>Autocratic</td>
<td>49</td>
<td>50.5</td>
</tr>
<tr>
<td>Democratic</td>
<td>48</td>
<td>49.5</td>
</tr>
<tr>
<td>Total</td>
<td>97</td>
<td>100</td>
</tr>
</tbody>
</table>

The above tabulation explains the relationship between gender and leadership styles of the respondents. The findings are contrary to the studies that suggest that females follow the democratic or participative approach to leadership whereas men follow the autocratic. Results indicate that 53.8 per cent female and 50.5 per cent male civil servants exhibited the autocratic leadership style. There were 49.5 per cent male and 46.2 per cent female civil servants who had democratic leadership style. Results are in line with findings of Kotur and Anbazhagan (2014) and negate Nagaraju (2006). Statistically no association was found between leadership style and gender of the respondents.

Relations with subordinates and gender

In a profession like civil services, where authority percolates from top to bottom, subordinates are expected to follow their superordinates, their orders and procedures. Civil service being a male reserve always, it is assumed that men may not find it comfortable working with women or vice versa. Thakur (1997) has found out that a majority of male civil servants find it easier to communicate with subordinates of the same sex, as a more informal atmosphere is possible. Women, on the other hand, claimed to be comfortable working with subordinates of opposite sex than of the same sex. In that regard, an attempt has been made to find out an association between sex of the respondents and relations with subordinates.
Findings reveal that more male respondents than female respondents had cordial relations with their subordinates. There were 49.5 per cent male and 48.7 per cent female respondents who had cordial relations with their subordinates. On the other hand, 19.2 per cent female respondents and 17.5 per cent male respondents had uncordial relations with their subordinate. There were 32.9 per cent males and 32 per cent female respondents who reported neutral relations with their subordinates. Statistically no significant association was found between gender of the respondents and their relations with subordinates.

**Relations with superordinates and gender**

Since its inception in India, civil service has always been a male dominated profession. Initially, women were not allowed to enter this profession. It is only after independence that civil services are opened for women. The number of women in civil services is slowly increasing. In the recent years, women are not only cracking the exam but also scoring top ranks in civil services. An effort has been made in this regard to find out association between gender and relations with superordinates.

**Table 3 Distribution showing association between gender and relations of respondents with their superordinates**

<table>
<thead>
<tr>
<th>Relations with superordinates</th>
<th>Male</th>
<th>Percent</th>
<th>Female</th>
<th>Percent</th>
<th>Total</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cordial</td>
<td>48</td>
<td>49.5</td>
<td>38</td>
<td>48.7</td>
<td>86</td>
<td>49.1</td>
</tr>
<tr>
<td>Neutral</td>
<td>32</td>
<td>32.9</td>
<td>25</td>
<td>32.0</td>
<td>57</td>
<td>32.6</td>
</tr>
<tr>
<td>Uncordial</td>
<td>17</td>
<td>17.5</td>
<td>15</td>
<td>19.2</td>
<td>32</td>
<td>18.3</td>
</tr>
<tr>
<td>Total</td>
<td>97</td>
<td>100</td>
<td>78</td>
<td>100</td>
<td>175</td>
<td>100</td>
</tr>
</tbody>
</table>

Findings reveal that more females had cordial relations with their superordinates than males. There were 39.7 per cent female respondents who had cordial relations with their superordinates as compared to 28.8 per cent male respondents who had cordial relations with their superiors. 50.5 per cent male respondents and 37.1 per cent female respondents had neutral relations with their superordinates. There were 23 per cent female respondents and 20.6 per cent male respondents who had uncordial relations with their superordinates. Chi square value was found to be significant indicating an association between gender of the respondents and their relations with superordinates.

**DISCUSSION**

In the sample highest number of the respondents were HCS followed by allied and IAS officers. Majority of respondents were males. Majority of the respondents belonged to the age group of 30 to 40 years. Majority of male respondents were in the age group of 50 years and above whereas majority of female respondents were in the age group of less than 30 years. Results endorse the findings of Camilleri (2007). A substantial number of respondents were graduates at the time of joining whereas at the time of study majority of the respondents were post graduates. Findings reveal that a large majority of the respondents were from general caste and belonged to Hindu religion. Results are in congruence with Dalal (2008) who reported that Hindus are overrepresented in theIAS. A large number of respondents were from urban background, majority of them were females. This is relevant because women in rural areas do not receive all the benefits that females in urban areas receive, especially in the educational field. Results thus coincide with the findings of Dalal (2008). Maximum respondents belonged to nuclear families, majority of them were females. Results match with the findings of Deb Nath (2015). Majority of respondents reported that they were earning less than 1.5 lakh per month. Regarding education qualification of parents of the respondents, it was found that parents of male respondents were less qualified as compared to parents of female respondents. It was found that socio-demographic like age, education, gender, caste, marital status influenced the civil servants differently. It was found that there is a difference in working styles of male and female civil servants.

It was observed that more females than male respondents had autocratic style of leadership. Findings thus support the results of Kotur and Angbazhan (2014) who reported that female employees are more autocratic in nature. Findings negate Nagaraju (2006). An impact of education on leadership style was found. Findings indicate that more qualified respondents were more autocratic. Thus, it can be argued that higher educational qualification not only enhances status but also makes a person more autocratic in outlook. Findings don’t support the results of Katur and Angbazghan (2014). It was found that single respondents were more autocratic than the married ones. Results support Biswas and Mukhopadhayay (2018).

With regard to workplace relations, it was observed that more male respondents had cordial relations with their subordinates as compared to female respondents whereas more females than male respondents had cordial relations with their superordinates.

**CONCLUSION**

Gender disparity in the administrative services remains a striking issue today. Majority of women are concentrated in the lower level positions. Top slots in government are overwhelmingly the realm of men. They occupy most senior positions in Indian government and state administrative services and dominate the allied services. It was found that there is a difference in working styles of male and female civil servants. It was observed that more females than male respondents had autocratic style of leadership. Women form comparatively better leaders than men. According to most men, women administrators are more focused, able and more competent than men administrators. Most male officers feel comfortable working with a male boss, because they can call them at any hour of the day, but they are a little hesitant when they have a female boss. On the other hand, some men find it easy working with female bosses because they believe women take work and work related problems more seriously as compared to men officers. With regard to workplace relations, it was observed that more male respondents had cordial
relations with their subordinates whereas more females had cordial relations with their superordinates.

References
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