

Abstracts

Exploration into Women Leadership

Key words : women leaders, personality traits, social intelligence

Abstract

This study aims at assessing personality of Indian women leaders. It is an exploratory study. Sample of 90 Indian women leaders was selected following specific criteria, who were leading in 7 fields, namely - administration, education, industry, performing arts and sports, politics, sciences and social work. The instruments used were, California Psychological Inventory, Social Intelligence Tests, leadership checklist and a brief interview. The women leader's responses were analyzed and descriptive statistics is used for data analysis. The conclusions of the study were- the personality profile of Indian women leaders exhibits moderate level of the some traits. However, the women leaders were a little high on Dominance and Good Impression. It denotes that they were confident, assertive, dominant, task-oriented and want to make a good impression. They were low on Flexibility and Social Presence, which suggests that they were less changeable, like a steady and well organized life and were somewhat rigid. At times they were cautious and hesitant to assert own views or opinions. They were not sharp-tongued. Ninety percent of Indian women leaders had an external or outward interpersonal orientation and acceptance of conventional social values. Similar personality pattern was observed along the 7 leadership fields. The two urban-rural comparisons - Pune and Cuttak - indicated similar personality profiles of Indian urban and rural women leaders. This study leads to many avenues and stresses the need of leadership training for Indian Women.

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A Study of the Relationship between Morale, Affiliation Motive and Perceived Challenges of the Indian Army

Key words : morale, affiliation motive, perceived challenges, Indian army **Abstract**

The present endeavor aimed i) to study Morale of Indian Army officers, their Affiliation Motive towards the country and perceived Leadership Challenges before them, by constructing appropriate tools and ii) to examine the relationship between Morale, Affiliation Motive and perceived Leadership Challenges. The tools that have been specifically constructed, standardized, and used for this study were Personal data sheet, About Myself (AM), How do I look At My Job (HLMJ), Leadership Challenges before the Indian Army Officers (Leadership Challenges, LC). Am is the scale measuring Morale considering foundations as Spiritual Moral (SMF), Material (MF), Group Morale (GM), Counter- Insurgency (CI), Training (Tr), Psychological (PF), and Individual Morale (IM). The scale measuring Affiliation Motive: 'How do I look At My Job' (HLMJ) mainly measures an Affiliation II

(towards the country) and Affiliation I (family & friends) along with other motives such as Achievement, Power, and Security. LC scale covers and measures six categories of challenges as Social, Technological, Political, Non-Conventional War, Psychological and Economic. In this study - Morale, Affiliation Motives, and Leadership Challenges are considered as dependent variables. Area Posted, Years of Service, Rank, and the Arms and the Services are considered as independent variables. The sample comprises 760 serving officers of the Army. Age ranged from 21 to 58 yrs. and ranks from Lieutenant to Major General. It encompasses officers of H.Q. Northern, Southern, Eastern, Western Command, and Central Commands and Assam Rifles. For the analyses, the sample has been divided into 20 sub-groups for 4 variables such as 3 groups for Area Posted, 8 for Years of Service, 7 for Rank, and 2 for the Arms and the Services. Data were collected from the officers when they were in their units and in the field areas, through mail survey method with the help of Southern Command. Separate data analysis for each scale has been conducted for each of the independent variable to study the concept under measurement and also to study differences within the groups. It included Mean, standard deviation, ANOVA, Post-hoc tests such as Bonferroni and LSD, t-test and correlations. As new scales have been used for the study; midpoints of the each scale have been calculated as suggested by experts and are discussed with reference to the average scores along with above mentioned statistical tests.

Major findings are -

1. The reliability and validity of three scales are very high.
2. The mean scores of the scale measuring Morale (AM) suggest overall higher Morale for the entire sample so also for variable wise different groups. However, these groups show different standing on seven foundations at few places.
3. The mean scores of the scale measuring Affiliation Motive (HLMJ) show fulfilment of overall Motives to a satisfactory level for the entire sample and also for different groups. Still, these groups show different positions for the motives.

*For the Affiliation II (towards the country) entire sample as well as different groups are able to satisfy their need to serve the country to a higher level of satisfaction and do not show different standing for the variables.

4. The mean scores of the scale measuring challenges (LC) suggest that the entire sample and different groups perceive and experiencing overall Leadership Challenges to a considerable extent. At the same time different standing are observed for overall Leadership Challenges as well as for five categories of Challenges.
5. Relationship between Motives and Morale is positive and strong. Particularly it is stronger between Affiliation II (towards the country) and Morale than other motives and moderate between Affiliation I (family and friends) and Morale.

*Relationship between Motives and Leadership Challenges is negative and moderate. In particular, association between Affiliation I (family and friends) and Leadership Challenges is negative and moderate and it is negative and weak between Leadership Challenges and Affiliation II (towards the country).

6. Relationship between Morale and Leadership Challenges is negative and weak, and similar association is also observed with categories of Challenges.

Limitations of the study can be stated as newly constructed scales were used for this study and data was collected through mail survey method. Secondly, the obtained results cannot be generalized for the JCO/ NCO of the Army, officers of the Air Force, the Navy and for the general population.

Implications may be enlisted as

1. The morale scale 'About Myself' is made available for the Indian Army, as used by other Armed Forces.
2. The results of subscales as well as relationship between them are very suggestive and would benefit the Army for deciding their policies specifically results of:
 - ◆ Counter-Insurgency and Material foundations of Morale,
 - ◆ Non-Conventional War, Psychological & Economic and Social Challenges of LC.
3. The findings of the scale, 'Leadership Challenges' have highlighted various challenges in various degrees before the Army, at the same time it is possible to measure the upcoming challenges (by appropriate modification) with the help of the scale.

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