

# The Impact of Female Leadership on Organisational Success

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## ABSTRACT

*This study explores the influence of female leadership on organizational success, focusing on the hospitality sector. Drawing on extensive psychological research, it suggests that female leaders enhance productivity, collaboration, and equity. However, a quantitative analysis involving 250 professionals found no significant impact of female leadership on organizational success. While a weak positive correlation exists between perceptions of success and female leadership, no strong connection was evident. The research underscores the importance of evidence-based strategies like early leadership identification, allyship training for male leaders, and formal mentoring programs to foster inclusive workplaces. It advocates for comprehensive diversity efforts beyond gender, recognizing diverse leadership perspectives as crucial for long-term organizational success.*

**Keywords:** *Female leadership, Organizational success, Hospitality sector, Diversity, Equity, Inclusive*

## INTRODUCTION

### Hospitality Sector

The hospitality sector is vast, encompassing various commercial and economic activities that support travel and tourism. It includes businesses like hotels and travel companies that directly contribute to the industry. The sector is divided into four main categories:

### Travel and Tourism (T&T)

This subset includes airlines, travel agencies, and services that facilitate tourism.

**Accommodation** - Ranging from hotels to event spaces, this is one of the largest and most diverse sectors.

**Food and Beverages (F&B)** - This includes restaurants and other food services, integral to hospitality.

**Entertainment & Recreation** - Encompassing activities and attractions like bars, nightclubs, and parks, this sector aims to provide pleasurable experiences.

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Hospitality has ancient roots, with early forms of hospitality found in ancient Greece and prehistoric times. Its goal remains to ensure a positive experience for customers, whether through a meal, accommodation, or recreational activity. (Campbell, 2023)

**Hospitality Sector in India (2024-2029)** India's hospitality sector is growing due to its rich culture, diversity, and government initiatives. The market is projected to grow from USD 24.61 billion in 2024 to USD 31.01 billion by 2029. Factors driving this growth include:

**Rise in Domestic Travel:** Increased disposable income and interest among millennials.

**Accommodation Innovations:** Companies like Airbnb and Oyo offer affordable lodging.

**Government Initiatives:** Efforts to promote tourism, including developing ports as cruise hubs.

**Impact of COVID-19:** The pandemic hit the sector hard, but it is gradually recovering with new hotel projects and government support.

**Women in Leadership Roles** Empowering women in leadership benefits everyone by increasing productivity, collaboration, and fairness. Despite these benefits, women hold only 10% of Fortune 500 CEO positions. Psychological research shows that women in leadership roles can have transformative effects, such as improved team collaboration and organizational trust.

However, progress is slow, with women still facing significant challenges, including biases based on gender, race, and other factors. To close the gender gap in leadership, organizations can:

- Identify potential leaders early.
- Establish mentorship and sponsorship programs.
- Encourage participation in women-led professional organizations.
- Promote allyship, where men and others in power advocate for women's advancement.

Ongoing efforts are helping to empower women in leadership, showing promise for future progress. (Novotney, 2023)

## LITERATURE REVIEW

The study investigated how gender and experience with female leaders affect perceptions of female leadership effectiveness in Saudi Arabian higher education. It compared male and female leaders' views and examined how these are influenced by their gender and experience. Data from 554 leaders at five universities in Riyadh were analyzed. The mediation model best fit the data, revealing a significant gender-related perception of female leadership effectiveness, though this was less clear in the mediation-moderation model. The study included a discussion on key findings, limitations, and future research suggestions. (Al-shakha, 2019) . The study aimed to assess the validity and reliability of a questionnaire designed to evaluate the use of accounting information systems (AIS), knowledge management capabilities (KMC), and innovation in Iraqi SMEs. Given the high risk of low performance and failure in these SMEs, this research sought to address the lack of comprehensive studies on these factors. A pilot study with 32 participants was conducted to test the questionnaire's reliability. The process included expert validation to refine the questionnaire, followed by a pilot test. Analysis using exploratory factor analysis (EFA) and Cronbach's alpha showed that the instrument was both valid and reliable, with Cronbach's alpha exceeding 0.7 and satisfactory Kaiser–Meyer– Olkin (KMO) values. (Kareem, 2019) This study examines the persistent gender disparities in the hospitality labor market, specifically focusing on horizontal and vertical segregation and the wage gap affecting female executives. Utilizing Barbara Risman's "Gender as a Social Structure" model, enhanced with an intersectional perspective, the researchers conducted 30 in-depth interviews with female executives in Spain's hospitality sector. The findings highlight several barriers hindering gender equality, including self-imposed limitations, traditional gender roles, challenges in work-life balance, and organizational structures that perpetuate gender biases. The study underscores the need for systemic changes to address discrimination and promote equal opportunities for women in hospitality leadership roles. (Segovia-Pérez, 2019) This research explores the impact of gender stereotypes, particularly femininity and masculinity, on perceived emotional leadership (PEL) within the hospitality industry. Through two Implicit Association Tests and a survey involving a total of 590 participants, the study investigates how different gender role ideals influence employees' perceptions of leadership. Results indicate that employees who perceive leadership through an androgynous lens—combining both masculine and feminine traits—report higher levels of PEL. The study suggests that adopting androgynous leadership styles can be beneficial in hospitality settings, promoting more effective

and emotionally intelligent management practices. (Xiong, 2022) This paper conducts an extensive review of literature to identify factors affecting women's career progression in the global hotel sector. Analyzing 50 articles across various regions, the study finds common obstacles such as limited networking opportunities, gender discrimination, occupational segregation, demanding work hours, and challenges balancing work and family life. Some region-specific issues include cultural barriers and the significance of mentorship and sponsorship. The pervasive presence of the 'glass ceiling' effect is confirmed across different socioeconomic contexts, indicating systemic impediments to women's advancement in hotel management despite existing equal opportunity legislations. (Kumara, 2018) The study investigates barriers hindering women in Aqaba, Jordan, from attaining upper-level positions in the tourism sector. Utilizing a survey of 200 female employees across tourism and hospitality industries, the research examines internal business structures, societal norms, government policies, situational factors, and personal challenges. Findings reveal that while these barriers exist, they affect women to moderate and low degrees, with mean scores ranging between 2.16 and 3.35 out of 4. The study provides valuable insights for policymakers to develop strategies that further empower women and facilitate their career advancement within Aqaba's tourism and hospitality sectors. (Bazazo, 2017)

This research aims to understand how moods and emotions influence leadership styles among female leaders in the hospitality sector. By collecting questionnaire responses from 100 female leaders, the study examines positive and negative moods, as well as emotions like happiness, power, and powerlessness. Using multiple regression and Chi-Square analysis, results indicate that both moods and emotions have a positive, albeit not statistically significant, impact on leadership style. Notably, the emotion of happiness has the most substantial influence. The study suggests that fostering positive emotional states may enhance effective leadership among women in hospitality. (Munawaroh, 2021) This thesis explores gender-related challenges women face in advancing their careers to upper management positions within the hospitality industry. Through desk research and semi-structured interviews, the study identifies barriers such as occupational segregation, discrimination, work-life balance difficulties, and the pervasive glass ceiling effect. Interview findings reveal that while direct gender inequality is not always overtly experienced, it is perceived to exist, and organizations often lack policies to address it. Opinions on the existence and impact of the glass ceiling vary among respondents. The research concludes that gender inequality persists in the hospitality sector, often influenced by differing leadership styles and societal

expectations of men and women. (Bijsterveldt, 2020) This thesis investigates the qualities that constitute successful leadership in the hospitality sector and examines how gender influences leadership success. Conducting interviews with ten hospitality professionals, the study finds a shift towards people-centered and transformational leadership styles, traits commonly associated with female leaders. Effective leadership in hospitality is linked to open communication and employee-focused approaches. The research also notes a gradual reduction in the gender gap, with increasing support and motivation for female leaders within the industry. These findings suggest a positive trend towards gender equality and recognition of diverse leadership styles in hospitality management. (Hill, 2022) The study assesses how transformational leadership styles (TLS) of hotel general managers impact departmental performance in upscale Australian hotels, considering the mediating role of department managers' organizational commitment (OC). Surveying department managers from four and five-star hotels, the research utilizes factor analysis and bootstrapped regression methods. Results demonstrate that TLS positively influences non-financial, social, and environmental performance both directly and indirectly through enhanced OC. However, OC does not mediate the relationship between TLS and financial performance. The study contributes to leadership literature by advocating for comprehensive performance assessments and recommending that hotels prioritize TLS qualities in leadership development and performance evaluations. (Patiar)

This quantitative study examines the factors limiting women's career progression and the prevalent leadership styles among female hotel managers in Sunyani Municipality, Ghana. The findings identify family responsibilities and unfavorable corporate practices and policies as primary obstacles hindering women's advancement. Additionally, the study reveals that the autocratic leadership style is most commonly practiced by women in hotel management within the region. The research highlights the need for organizational and societal reforms to support women's career development and suggests avenues for future research to deepen understanding of gender dynamics in hospitality leadership. (Zaazie, 2022) This study conducts a content analysis of hospitality magazine articles to understand the representation and challenges of women managers in the Maldivian hospitality sector. Combining qualitative and quantitative methods, the analysis of narratives from "Hotelier Maldives" magazine reveals that although women managers are still underrepresented, their participation in the sector is increasing. The study challenges the notion that gender is a limiting factor for attaining senior positions, attributing the increased presence of women managers to evolving social and

cultural contexts. This research is pioneering in examining media representation of female leaders in hospitality and underscores the importance of visibility and narrative in promoting gender equality. (Nagar, 2021)

## DATA AND METHODOLOGY

**Primary Data:** - The primary data was collected using a questionnaire sent to employees of different organizations coming under the hospitality sector.

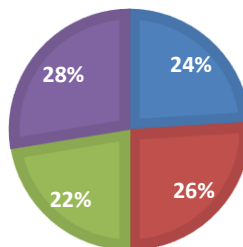
**Secondary Data:** - The questionnaires were referred from a research paper titled: The Perception of Female Leadership: Impact of Gender and Leader's Qualification on Leader's Qualification on Leader's Effectiveness. (Al-shakha, 2019) In the International journal the University of Florida and Organizational Performance in Iraqi SMEs Validity and Reliability Questionnaire. (Kareem, 2019) respectively. The primary data was collected using a questionnaire sent to employees of different organizations coming under the hospitality sector.

Sample Size: -

250 working professionals from the hospitality sector have been taken as samples for this project.

### RESPONDANTS PROFILE

- L1 ( Guest Service Associate, Front Desk Agent, Concierge, Reservation Agent, Customer Service Representative)
- L2 (Guest Relations Officer, Duty Manager, Shift Supervisor, Front Office Supervisor, Guest Services Supervisor)
- L3 (Operations Manager, Assistant Manager, Department Head)
- L4 (AGM, GM, Regional Manager)



## **Sampling method**

Snowball sampling method which is a non-random sampling technique was used wherein the initial informants are approached who through their social network nominate or refer the participants that meet the eligibility criteria of the research under study.

Measures: -

To study the impact of the objective, 5-point Likert scale questionnaires were used. 30 questions apart from the demographic questions are present in each of the questionnaires. The scales are standardized and tested in the Western context. In the questionnaire, demographic variables were Gender, and Years of experience of working with a female leader.

**Methods used: -**

### **Reliability**

The scales are standardized and tested in Western context however the reliability of these scales has been tested again using Cronbach Alpha reliability test. (Al-shakha, 2019) (Kareem, 2019). The reliability of the measure indicates the extent to which it is without bias or error free and hence ensures consistent measurement across time and across various items in the instrument. In other words, the reliability of a measure is an indication of stability and the consistency with which the instruments measure the concept and helps to assess the 'goodness' of a measure. Here in this research paper Reliability has been done to see whether the questionnaires are reliable or not.

### **Correlation**

Correlation is a statistical measure that indicates the extent to which two or more variables fluctuate together. A positive correlation indicates the extent to which those variables increase or decrease in parallel; a negative correlation indicates the extent to which one variable increases as the other decreases.

Regression

To understand the Impact of Independent variables on the dependent variables Regression analysis was used. For attaining the objective of the study Regression analysis was used. Regression analysis is a technique for determining the statistical relationship between two or more variables where a change in a dependent variable is

associated with and depends on a change in one or more variables. In this study the dependent variable is Organisational Success in the Hospitality Sector and the independent variable is Female Leadership.

## DATA ANALYSIS

### Hypothesis:

H0: There is no significant impact of Female Leadership on Organisational Success in the Hospitality Sector.

H1: There is a significant impact of Female Leadership on Organisational Success in the Hospitality Sector.

### Correlation

	<i>Female Leadership</i>	<i>Organisational Success</i>
<b>Female Leadership</b>	1	0.203298559
<b>Organisational Success</b>	<b>0.203298559</b>	1

The above table shows two variables regarding perceptions of organizational success and the role of women within those organizations.

The first set of data presents an average of responses, indicating that, on average, respondents rate the importance of women's roles in their organization's success at approximately 0.203. This shows that there might be a tendency for respondents to perceive women's contributions to organizational success as relatively low or insignificant.

The second set of data shows a correlation coefficient of approximately 0.203 between the variables "**Organisational Success**" and "**Female Leadership**". This correlation value suggests a weak positive correlation between perceptions of organizational success and acknowledgment of women's roles in achieving that success. However, the low correlation coefficient indicates that this relationship may not be particularly strong.

Taken together, these findings show that, on average, respondents may not strongly believe in the significance of women's contributions to organizational success. While there appears to be a weak positive correlation between perceptions of organizational success and the acknowledgment of women's roles, the relationship



between these variables is not robust. However, it's important to consider that these interpretations are based solely on the numerical data provided and may be influenced by various factors not accounted for in the analysis, such as the demographics of the respondents or the specific context of the survey.

## Regression

<i>Regression Statistics</i>	
Multiple R	0.200
R Square	0.040
Adjusted R Square	0.036
Standard Error	0.150
Observations	250

<b>ANOVA</b>					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	0.232	0.232	1.545	0.214
Residual	248	5.577	0.022		
Total	249	5.809			

	<i>Coefficient</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	1.500	0.200	7.500	0.000	1.104	1.896	1.265	2.135
Female Leadership	0.120	0.096	1.250	<b>0.214</b>	-0.068	0.308	- 0.086	0.246

The above table shows that the p value is 0.214. This indicates that there is no statistically significant relationship between female leadership and organizational success at the chosen significance level, typically 0.05

When interpreting the p-value in hypothesis testing, a common approach is to compare it to the chosen significance level. Since the p-value (0.214) is greater than the significance level (0.05), one would fail to reject the null hypothesis.

The null hypothesis in this scenario would typically be that there is no significant impact of female leadership on organizational success. Thus, failing to reject the null hypothesis implies that there is insufficient evidence to conclude that female

leadership has a statistically significant impact on organizational success based on the data analyzed in the regression.

## **FINDINGS AND SUGGESTIONS**

The investigation into the "Impact of Female Leadership on Organisational Success" reveals a nuanced understanding of this relationship. While there is a weak positive correlation between the perception of organizational success and the recognition of women's roles, statistical analyses, including regression and correlation, do not provide strong evidence to support a significant link between female leadership and organizational success.

This finding highlights the complexities of assessing the influence of female leadership. The lack of statistical significance could be attributed to various factors such as data limitations, specific organizational contexts, or unaccounted confounding variables. It's essential to recognize that statistical significance does not always equate to real-world impact.

Further research that incorporates different methodologies and considers broader contextual factors may offer a more comprehensive understanding of female leadership's role in organizational performance. Despite the current findings, it is important for organizations and policymakers to continue promoting diversity and inclusion in leadership roles, recognizing the potential benefits of diverse perspectives.

While statistical analysis may not always capture significant links, the qualitative aspects and broader societal impacts of diverse leadership should not be overlooked. Diverse leadership teams can lead to more innovative problem-solving, creativity, and improved decision-making. Inclusive work environments can boost employee morale, productivity, and, ultimately, organizational performance.

Thus, while statistical findings are valuable, they should be complemented with qualitative research and ongoing discussions within organizations. Embracing gender diversity in leadership can position organizations for long-term success in a diverse and competitive global market.

## CONCLUSION

The study on the "Impact of Female Leadership on Organisational Success" provides a nuanced perspective on this relationship. While there is a slight positive correlation between organizational success and the recognition of women's roles, the statistical analyses, including regression and correlation, do not offer compelling evidence of a significant link between female leadership and organizational success.

This outcome underscores the complexities involved in evaluating the impact of female leadership. The absence of strong statistical significance may be influenced by factors such as data limitations, specific organizational contexts, or unaccounted-for confounding variables. It is crucial to acknowledge that statistical significance does not always translate to practical, real-world effects.

To gain a more complete understanding of female leadership's impact on organizational performance, further research employing diverse methodologies and accounting for broader contextual factors is recommended. Despite these findings, it remains essential for organizations and policymakers to continue advancing diversity and inclusion in leadership roles, given the potential advantages that diverse perspectives can bring.

Even though statistical analysis may not consistently demonstrate significant correlations, the qualitative and broader societal impacts of diverse leadership are significant and should not be disregarded. Leadership teams that embrace diversity are likely to experience enhanced problem-solving, creativity, and decision-making. Additionally, fostering inclusive work environments can lead to increased employee morale, productivity, and, ultimately, improved organizational performance.

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## **ANNEXURE**

### **Annexure: 1**

Demographics

What is your gender?

Male / Female

Have you ever worked with a female leader?

Yes / No

How long have you been working with a female leader?

Less than 1 year / 1- 4 years / 5- 10 years / 11- 15 years / More than 15 year

1. Female leaders set a personal example of what is expected.
2. Female leaders talk about future trends that will influence how work gets done.
3. Female leaders seek out challenging opportunities that test the skills and abilities.
4. Female leaders develop cooperative relationships among the people they work with
5. Female leaders praise people for a job well done.
6. Female leaders spend time and energy making certain that people they work with adhere to the principles and standards they have to agree on
7. Female leaders describe a compelling image of what their future could be like.
8. Female leaders challenge people to try out new and innovative ways to do their work.
9. Female leaders actively listen to diverse points of view
10. Female leaders make it a point to let people know about their confidence in others abilities.
11. Female leaders follow through on the promises and commitments that they make.
12. Female leaders appeal to others to share an exciting dream of the future.
13. Female leaders search outside the formal boundaries of their organization for innovative ways to improve what they do
14. Female leaders treat others with dignity and respect.

15. Female leaders make sure that people are creatively rewarded for their contributions to the success of their projects.
16. Female leaders ask for feedback on how their actions affect other people's performance.
17. Female leaders show others how their longterm interests can be realized by enlisting in a common vision.
18. Female leaders ask "what can we learn?" when things don't go as expected
19. Female leaders support the decisions that people make on their own.
20. Female leaders publicly recognize people who exemplify commitment to shared values
21. Female leaders build consensus around a common set of values for running out organizations.
22. Female leaders paint the "big picture" of what they aspire to accomplish.
23. Female leaders make certain that they set achievable goals, make concrete plans, and establish measurable milestones for the projects and programs they work on.
24. Female leaders give people a great deal of freedom and choice in deciding how to do their work
25. Female leaders find ways to celebrate accomplishments.
26. Female leaders are clear about their philosophy of leadership.
27. Female leaders speak with genuine conviction about the higher meaning and purpose of their work.
28. Female leaders experiment and take risks, even when there are chances of failure.
29. Female leaders ensure that people grow in their jobs by learning new skills and developing themselves.
30. leaders give the members of the team lots of appreciation and support for their Contributions. (Al-shakha, 2019)

5 point rating scale (Strongly Agree, Agree, Maybe, Disagree, Strongly Disagree)

## **Annexure: 2**

Demographics

What is your gender?

Male / Female

Have you ever worked with a female leader?

Yes / No

How long have you been working with a female leader? Less than 1 year

4 years / 5- 10 years / 11- 15 years / More than 15 years

### **Rate your organisation basis of comprisal of these factors**

#### **Decision-Making**

Rational decision-making

1. Speed of decision-making
2. Formalization in decision-making
3. Participation in decision-making
4. Influence in decision-making
5. Type of decision-making

Operational Efficiency

1. Improve workflow
2. Increase output
3. Increase efficiency
4. Increase reliability
5. Increase repeatability
6. Increase quality
7. Increase flexibility

Financial Reporting

1. Provide bank balance at any point in time
2. Provide information about debtors at any time
3. Provide information about creditors at any point in time
4. Provide a good level of periodic reporting
5. Provide a good level of annual budgeting
6. Provide a good level of performance reporting

Provide good level of overall accounting system

1. Knowledge Sharing
2. Exchange information with its customers
3. Exchange information with its external partners
4. Share information effectively throughout the organization
5. Share information between all parties involved in new service development

### Organizational Performance

1. Is more competitive
2. Has more customers
3. Is growing faster
4. Is more profitable
5. Is more innovative
6. Has more employees (Kareem, 2019)

5 point rating scale (Strongly Agree, Agree, Maybe, Disagree, Strongly Disagree)

### Annexure 3:

Cronbach alpha values for each questions: (Al-shakha, 2019)

PFLE1	Female leaders set a personal example of what is expected	71
PELE2	Female leaders talk about future trends that will influence how work gets done	72
PELE3	Female leaders seek out challenging opportunities that test the ls and abilities	62
PELE4	Female leaders develop cooperative relationships among the people they work with	61
PELE5	Female leaders praise people for a job well done	72
PELE6	Female leaders spend time and energy making certain that people they work with adhere to the principles and standards they have to agree on	74
PELE7	Female leaders describe a compelling image of what their future could be like	76
PELE8	Female leaders challenge people to try out new and innovative ways to do their work	76
PELE9	Female leaders actively listen to diverse points of view	79
PELE10	Female leaders make it a point to let people know about their confidence in others abilities	78
PELE11	Female leaders follow through on the promises and commitments that they make	73
PELE12	Female leaders appeal to others to share an exciting dream of the future	61
PELE13	Female leaders search outside the formal boundaries of their organization for innovative ways to improve what they do	73
PELE14	Female leaders treat others with dignity and respect	71
PELE15	Female leaders make sure that people are creatively rewarded for their contributions to the success of their projects	74



PELE16	Female leaders ask for feedback on how their actions affect other people's performance	72
PELE17	Female leaders show others how their long-term interests can be realized by enlisting in a common vision	76
PELE18	Female leaders ask "what can we learn?" when things don't go as expected	75
PELE19	Female leaders support the decisions that people make on their own	67
PELE20	Female leaders publicly recognize people who exemplify commitment to shared values	68
PELE21	Female leaders build consensus around a common set of values for running out organizations	76
PELE22	Female leaders paint the "big picture" of what they aspire to accomplish	74
PELE23	Female leaders make certain that they set achievable goals, make concrete plans, and establish measurable milestones for the projects and programs they work on	75
PELE24	Female leaders give people a great deal of freedom & choice in deciding how to do their work	73
PELE25	Female leaders find ways to celebrate accomplishments	55
PELE26	Female leaders are clear about their philosophy of leadership	69
PELE27	Female leaders speak with genuine conviction about higher meaning & purpose of their work	76
PELE28	Female leaders experiment and take risks, even when there are chances of failure	53
PELE29	Female leaders ensure that people grow in their jobs by learning new skills and developing themselves	84
PELE30	Female leaders give the members of the team lots of appreciation and support for their contributions	8

#### **Annexure 4:**

Cronbach alpha values for each set of questions: (Kareem, 2019)

<b>Factor</b>	<b>Cronbach's Alpha coefficient</b>	<b>No. of items</b>
Decision-Making	892	6
Operational Efficiency	889	7
Financial Reporting	882	7
Knowledge Sharing	88	4
Organizational Performance	944	6