

Inner Sanctum of Women Leadership in IT - A Bench Start Study

**Rohini G Shetty, Research Scholar,
Manipal University, Manipal - 576 104 Karnataka.**

Abstract

Women are leaders and they have been perceived as so, all through their lives across time periods. The gender diversity in the managerial turf in India at present, offers an excellent pathway of robust growth for Indian women in managing and leading organizations. The present era comprises big contributions made by women in public life. In the Indian context, women deal with their family life and career by not separating the best of both these major domains of life, family being an inseparable unit of society. Over the years women leaders in public life could not just strike a balance but as of now they are making success of both their career and home life. This is particularly true in the Indian context wherein women run households and raise children in addition to being leaders in formal organizations. This dual role of women is making India a significant contributor in economic and social services. However, some disturbing trends are also observed wherein estrangement, separation and divorces are becoming common in the urban Indian society. Despite such growing trends women leaders are successful and this is attributed to their intrapersonal and interpersonal skills as also their capability in acquiring requisite knowledge and skills in the face of changing circumstances of today. It is often said that there is no such thing as a leadership gene. Leadership is a skill and like all other skills takes time to develop. A lot of experience is also required to become a "True Leader" and exhibit true leadership in the organizational setting. Life is a self-renewing process through action involving intellectual, emotional and volitional competencies for leaders.

The present study is about unzipping the inner sanctum of women leadership success in IT with a backdrop of changing demographics in the industry. This bench start study is aimed at examining the functional relationships and success imperatives in terms of Emotional Quotient (EQ) & Volition Quotient (VQ) of select Women Leaders in the IT sector. The results indicate trends to suggest that the success of women leaders has more to do with EQ and VQ. The study has not examined the aspect of organizational effectiveness which could be a green pasture for further research.

Key Words: Demographics; Emotional Quotient; Volition Quotient; True Leadership.

Back Ground Scenario

Over the last century, when one looks back at history with its list of successful leaders be it in politics or business, it is very unlikely to find women and even if we do find them, there are very few of them. But, the scenario today suggests otherwise with women having come a long way in the Leadership arena. Obviously they have not come far enough but the optimistic note is that the journey has begun to gain upward mobility in their roles as leaders. Sweeping strides of women is seen at present in the Leadership Tapestry of the IT sector in India. The Review of Literature provides sparkling insights on most aspects of Women leadership as they excel in the IT sector. Women, Indian women in particular are enabling faster development of the economy. They seem to have high potential for sterling performance with an inherent capability to build an inclusive, collaborative and transformational work environment which is the need of the hour for the boundary less globalized business. Off late, an increase in the number of

Women in the Board rooms has helped bring in the much needed variety to the table top, in addition, to financial benefits and innovative ability accrued because of this to organizations.

Households are the domain of women .It has been said that majority of the households in India are led by women.Even today with more often than not, both spouses working, the woman still rules and runs the home with grace and élan. She is the planner, organizer, kitchen manager and helper in addition to being the child minder and thus a caretaker in the true sense of the word. All this, without doubt, requires a lot of leadership ability. Realistically, there are many challenges for women in leadership positions, some visible but many invisible. Society does not question any man and assumes that men are born leaders and meant to lead but when it comes to women it does have some preconceived notions that they are unsuitable and ill equipped to play the role of a leader specially so in business organizations. But it is important to realize that leadership is not attuned to any gender and as the saying goes - "Behind every good man is a better woman" , which in simple terms mean that women could be successful leaders both on the domestic front and in business organizations, given a chance.Lawrence H Summers says" A society that does not establish pathways to leadership for all of its citizens is a society that is denying itself a possibility of excellence". Thus, women do have a major role to play as leaders in business organizations to bring in the much sought of "excellence" in business.

Leadership means inspiration, nurturance, collaboration, communication, influence and the ability to constantly learn, develop and change. A leader is one who *builds "a lean, clean team full of steam"*. It is no exaggeration to say that quite a few women fit this description to the hilt. Generally women are more sensitive, emotional and caring by nature and most times they voluntarily stay out of the limelight by choice but the stiff competition in current business is so high that women need to come out of their shell and announce to the world that they are highly competent in leadership roles and running organizations. There are innumerable challenges for women in leadership,coming from both endogenous and exogenous factors. Women need to be self-assured and confident of their abilities as leaders. Society has started accepting women as being capable of possessing all the life skills. Success is not dependent on gender but requires a mindset that is positive and ready to explore and experiment all avenues available and seize opportunities prevalent in the turbulent world we live in today. Success does not depend on doing easy and simple tasks but depends on doing difficult and complex tasks by simplifying them.

Over the last few years, organizations have seen a fundamental shift in the way things are managed. Roles are customer and knowledge driven with team spirit and team work considered essential at the work place. This has created organizational cultures that require people with highly developed social skills to be successful. The historical timeline of 'Social or Emotional intelligence' shows that it is not a new concept, but it has in recent years, gained absolute consensus as a key element of workplace success.Daniel Goleman was the first to use the term "Emotional Intelligence" and apply the concept to business. In the research he conducted at nearly 200 large, global companies, Goleman found that qualities traditionally associated with leadership such as intelligence, toughness, determination and vision are pre-requisite for success, but are inadequate for leadership assessment. According to him effective leaders are also distinguished by a high degree of emotional intelligence, which includes Self-awareness, Self-regulation, Self -motivation, Social-awareness and Social skill or Relationship management.

In addition to the Emotional Quotient (EQ) is the Volition Quotient (VQ) which is considered highly essential for leadership success. Leadership and Volition are mutually dependent. Self-leadership and volition are conceptually similar concepts as both propose self-influence strategies that aim to improve the motivation and self-direction necessary to perform well as a leader. Results from a study - Self-

leadership and volition: Distinct and potentially supplemental constructs by Christian Heiss, Matthias Ziegler et al ($N = 320$) indicate that self-leadership and volitional strategies are distinguishable and only moderately ($r = 0.33$) correlated. Self-leadership, therefore, supplements volition during goal attainment. Leadership success thus depends on both EQ and VQ of an individual.

Kaleidoscope of Emotional Quotient and Volition Quotient

Emotional Quotient -The concept of emotional intelligence (EI) brings a unique depth to the understanding of human intelligence and consensus is emerging that EI is a high voltage skill to be adapted in leadership. Daniel Goleman (2001) defines EI as the ability to recognize and to control one's own emotions and those of others. EI is the ability to perceive emotions to understand emotions and emotional knowledge and to reflectively regulate emotions so as to promote emotional and intellectual growth. Since inception in the 1990's, EI has gained immense popularity within the business world for the enhancement of behavioral outcomes. EI has been identified as a potentially significant construct in identifying relationship scales and decision making ability leading to organizational success. High EI leads to optimistic work attitudes and behavior which in turn leads to higher satisfaction and job performance along with team playing behavior of employees. EI of a leader relates positively to trust and commitment in an organization and is known to up leadership success.

Volition Quotient - It is the ability or will of an individual to take the right decision with limited inputs or lack of inputs. Volition is essentially an intrinsic function, recognition thereof or knowing the indomitable will of the person and exercising the same for discovering the will of an individual. Everyone needs to convey their feelings, desires and wishes to express their latent potential and volition is a latent human function that cannot be valued unless it is revealed. (Ziayie & Yazdan-parast, 2009). Norman defines volition as given when a person determines to accomplish a work or uses will power to do what he desires to do. Although the term volition is used to refer to any motive for action, the personality is also involved in an action. It is commonly referred to as deliberate decision making as opposed to action based on impulses. According to the latter definition, in deliberate decision making only one option is selected from amongst the available and the underlying mind of the thinking agent is also consciously considered. In this specific context, volition means a sequence of mental actions that leads to making a decision. Volition includes components such as cognition, emotion, motivation, environment and control of others, all of which have a distinct effect on managerial and leadership behaviors.

Research Gap

The survey of literature emphatically suggests that there are many studies associated with the assessment of EQ of leaders in relation to Demographics. There are studies on Leadership and Volition as well but there are no studies of composite nature establishing relationship between Demographics, EQ & VQ of leaders. Further, it is ascertained that there are no studies of this kind in relation to women executives in the Information Technology sector. The present study aims to fill up this gap.

Problem Statement

Leaders are born and they aim to succeed by their diligent, consistent and intelligent efforts. As the learning curve operates leaders learn to make critical decisions by assessing risks and many a time it is argued that leaders make decisions based on the level of their EQ and VQ. Arguments made by scholars' state that most leaders take decisions in information vacuum but also seem to take the right decisions in the absence or lack of correct information. Is it because of their VQ?

The present study aims to examine the relationship between Demographics, EQ & VQ. There is no study done so far on success of leaders attributable to the predictor variables EQ and VQ hence, this study. This research investigation addresses the following vital questions:

1. What are the success imperatives of women leaders in the IT sector?
2. Do Demographics in relation to EQ & VQ of women Leaders impact their success?

Objectives- The following purpose-driven objectives have been set for the research study -

- To tap the changing Demographics of Women Leaders in IT.
- To assess Emotional Quotient (EQ) & Volition Quotient (VQ) in the context of Demographics of Women Leaders of IT.

Hypotheses - Three hypotheses have been floated:

H₀₁: There is no significant relationship between Demographics & EQ of Women leaders.

Against

H₁₁: There is significant relationship between Demographics & EQ of Women Leaders.

H₀₂: There is no significant relationship between Demographics & VQ of Women leaders.

Against

H₁₂: There is significant relationship between Demographics & VQ of Women leaders.

H₀₃: EQ & VQ together will not significantly influence Demographics of Women leaders.

Against

H₁₃: EQ & VQ together will significantly influence Demographics of Women leaders.

Selection of Sector - Since the 1990's, the IT sector in India has had a good proportion of successful women leaders who have excelled both in terms of their work performance as well as in shouldering the family responsibilities, proving to be equally competent at both, given their inherent leadership capabilities. The choice of the IT sector is obvious and well justified in the context of the emergence of the Indian economy. The selection of IT sector can be further justified on the grounds of making critical assessment of relationships between Demographics, EQ & VQ.

Population: There are twenty two domestic and MNC firms which are known brands both at the domestic as well as global level. The average age of the firms is 32.2 years. The size of the work force comprising women employees is estimated as 136,907 out of population size 2805,040. The client base of these IT firms of Bangalore range between eight countries to worldwide. The role of women on the Board of Directors on an average is two out of ten which clearly indicates that these appointments are more by compulsion of law rather than on merit.

Universe of the study: The Universe of the study is Bangalore city which has more than three thousand IT firms with almost 40% women professionals in the IT workforce. The universe of the study is justified on the grounds of the employment generation for women in particular and the support of the government on the influence of IT on the local society. The selection of the universe is based on several criteria –

1. Bangalore city is considered as the silicon city for IT & ITES industries.
2. As much as 40% of IT firms covering 75% of the total annual turnover of IT sector are in Bangalore city.

3. Bangalore has a good proportion of IT professionals, the general composition is 60:40 ; 40 being female employees.

4. The state of the art technology and professionalism that prevail in Bengaluru can be compared to any other IT city in any part of the world.

Sample Design: The sampling design began with identifying the estimated population size of women executives in Bengaluru city. The list has a population size of 1, 36,907 women executives. Given the number, the sample size was determined on the basis of gender ratio estimated for Bangalore city based on 2011 census results. The determined sample size “n” at 5% error with standard deviation fixed at .080 comes to n=1536.6. The no. of women leaders covered is 10% of the total population.

Design of the Study: The study design has been done to facilitate data collection in two phases, in the first phase all the data from secondary sources such as annual reports, press reports, reports from institutions such as NASSCOM have been collected and collated to meet the needs of the study. The primary data collection involved the development of instruments. The composite instrument consisted of three parts –

- (DP- 10) Demographics - 10 statements in all including the option of individual name and the IT organization employed in.
- (EQ -50) 5 domains with 10 statements each - Standard EQ instrument was used based on the appropriateness for the study. (EQ by Linac UK)
- (VQ -75) 25 items with 3 sub items each has been developed; 75 VQ statements in all for the final study undertaken with a 5 Point rating scale.

Data treatment and Analysis: The data collected was documented in an excel format and tested for outliers, in addition the data were cross checked for wrong coding, inappropriate extremity in values and again rechecked before statistical analyses were conducted. The first tool was on testing reliability of data set, Cronbach’s alpha was computed for standardized statements in the EQ and VQ statements. The reliability for data set connected to Demographics, Emographics and Volition gave an overall Cronbach’s alpha at 0.923. The statements barring demographics has Cronbach’s α at 0.925. All these are for 135 statements covering Demographics, Emographics and Volition. The reliability coefficients clearly suggest high levels of precision of data collected.

Operational Definitions: The present study dictates the need for operational definitions of the Target group. These definitions could be -

Leadership - Leadership has been described as a process of social influence in which a person can enlist the aid and support of others in the accomplishment of a common task.

True Leadership - True leadership is one wherein decisions emerge out of a sphere which is confounded by Intelligence Quotient; Emotional Quotient and Volition Quotient.

Women Leader - Women executives with adequate leadership skills.

Emotional Intelligence (EI) - An ability of an individual in knowing and understanding one’s self and other people. EI encompasses self-motivation, social skills and self-regulation. (Daniel Goleman’s concept adapted and endorsed).

Emotional Quotient (EQ) - EQ is the number which examines the strength of a personality in dealing with problems at the workplace, home and society.

Volition Quotient(VQ) - An ability or will of an individual to take the right decision with limited inputs. VQ is that number which recognizes the strength of the person dealing with issues of transactions, relationships and beyond in the presence of part or scanty information. VQ is measured in the context of this Study in Bangalore,India.

Research Methodology–

Nature of the study- EI is an important construct in identifying relationship scales and decision making ability leading to success. Empirical research to assess the predictive ability of EI on life both personal and professional is required. As such, this research is aimed to empirically establish the predictive power of EI in organizational settings by examining the relationships between Demographics, EQ and VQ of women leaders in IT.

The Target Group: The Centrifugal point of this study is the operationally defined woman leader in IT and IT related industries in Bangalore who is in a decision making position.

- Select Women Leaders working in IT & IT enabled firms situated in Bangalore with tenure on the job for more than three years. i.e., work experience of three years or more.
- Well Qualified and have empowered competency/decision making skills in major areas of technology based businesses.

Data Collection Source– Primary data is the firsthand information obtained from respondents through the developed instruments. The Secondary data was collected from the journals, books, magazines, newspapers and web sites.

Data Collection Instruments - The researcher constructed two sets of instruments – one for eliciting information on demographics of women executives and the other for obtaining data for the assessment of VQ. An existing questionnaire by Linac, UK was found suitable and ready for assessing the EQ of women leaders.

Sample Size-Mathematical Computation for Sample Size “n” for the study.

1. Population: 2805,040
2. Women employees: 782,326
3. Women executives: 136, 907
4. Inflation Factor: $136907/150 = 912.71$
5. Sampling Fraction: 0.11%

$$n = 0.20111479/0.075 = 137.35 = 138. \sigma p = \sqrt{0.0014642} ; p = 0.2789 ; q = 0.7211$$

Success 95% or 5% error = 150.

Sample Size chosen for target group = 150.

Data treatment and analysis tools – Data treatment included the Reliability analysis; Cronbach's α and identification of outliers. Outliers were identified; examined for inconsistencies to reject incomplete data sets. Finally zeroed in on 156 samples for computation. Frequency Test; Correlation Analysis; Multiple Regression Analysis, Factor Analysis & Reliability analysis. *All the results arrived at seem optimistic.*

Relationship Analysis: Demographic Variables and EQ & VQ.

Data collection, Analysis and Interpretation for 156 respondents was done. The research utilized a quantitative data approach in the form of structured survey items to measure the constructs.

Regression Analysis: This pertains to testing of hypotheses based on the regression results. As many as nine demographic variables which are considered key dependent ones are regressed on EQ and VQ. The nine demographic variables are – Age, Education level of respondent, Notional value of IQ, Experience in years, Total annual household income (TAHI) Education level of Parents i.e., Father and Mother and Education level of Parents-in-law i.e., Father in law and Mother in law.

As many as twenty seven regression results have been drawn to test the significance of influences on demographics. The influencing variables are EQ & VQ. Linear multiple regression model is assumed with fixed effects. Further, it is assumed that each influencing variable of EQ and VQ is independent in influencing the regressant. The condition of normality and independence with reference to errors holds good i.e., error is independently normally distributed with mean 0 and variance Σ^2 . The results of linear multiple regression are used with caution and care drawing conclusions on the strength of the relationship. The limitations of the linear model is highlighted wherever necessary.

Demographic Variables - The average age of the respondents is 28 years with designations ranging from Team leads; Tech & Test leads to Delivery heads and Vice-Presidents. 52.6% are in the age group of 20-30 years, 30.1% of 30-40 years, 12.2% are in 40-50 years age group while those who are 50 years and above is 5.1%.

A question on notional value of IQ was asked in the background of unwillingness expressed by respondents to take the IQ test. The average notional IQ was 132.5, apparently on the higher side. The present study intends to establish relationships with care and the limitations set by the notional value of IQ.

The average service or experience of women executives was 6.9 years with executives who have put in less than 3 years at 12.2%; with 4 years of service at 21.8% of sample. As much as 1/4th of the total sample had an experience of 6.5 years and nearly 1/4th (23.1%) having an experience of 9 years. As much as 17.3% of the sample had 12 years of service.

The total annual household income was Rs.14 lakhs. As much as 35.9% of the executives have an average salary of 7.5 lakhs. One out of every 5 earns 12.5 lakhs and 17.5 lakhs respectively. One out of every 4 executives earn Rs.22.5 lakhs per year. The respondents belong to high household income category taking into cognizance their salaries only.

The education level of father of women executives is under graduates with 13.5%; as much as 86.5% of the parent (father) are graduates and above. Half of the parents had completed graduation followed by one out of every five being a post-graduate. Parents (father) having a doctoral degree is just 4.5% which is in contrast to the educational qualification of the mother of women executives. As much as 26.3% of mothers are undergraduates and 77.7% of mother are graduates and above. The educational qualification

of the parents will have a bearing on choice of occupation of the women executives. The education level of parents-in-law poses a similar picture with only 9% of father-in-law and 19.2% of mothers-in-law being undergraduates. The general trend is that 3/4th of parents-in-law are at least graduates.

Relationship between Demographics and EQ & VQ.

The simultaneous influence of emotional and volition variables on demographics is analyzed. This analysis pertains to those EQ & VQ variables which have made significant impact estimated earlier independently of EQ and VQ variables. The selection of the variables of EQ & VQ was based on $\alpha = 0.15$ for pair-wise comparisons. The general hypothesis that is stated is that – EQ & VQ variables together influences the demographic variables at high levels of significance.

TABLE I:EQ, VQ with Age

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.298	.748		-.399	.691
	EA3	.223	.088	.237	2.547	.012
	EA4	.219	.129	.176	1.693	.093
	EA6	-.275	.132	-.238	-2.085	.039
	EA8	-.256	.105	-.257	-2.431	.017
	EB10	.286	.099	.282	2.891	.005
	EC4	-.276	.146	-.250	-1.884	.062
	V11	-.199	.092	-.221	-2.169	.032
	V22	.393	.128	.358	3.061	.003
	V73	-.289	.146	-.294	-1.975	.051
	V83	-.234	.157	-.212	-1.495	.138
	V92	-.275	.139	-.246	-1.976	.051
EB1	.241	.114	.223	2.119	.036	

Source: Author

The influence of EQ, VQ on age is statistically significant at 0.003 level. All EQ & VQ variables are multiply statistically correlated with $R = 0.640$. The R^2 value is 0.410 and the adjusted R^2 is 0.197. Although the relationship is significantly auto correlated on the lower side and the EQ, VQ variables are acquired as age progresses. The women executives acquire awareness on values and goals on holding on to temper and is sure of analyzing their own strengths and weaknesses ($t = 2.547, \alpha = 0.12, t = 1.693, \alpha = 0.09312$, and $t = -2.085, \alpha = 0.039$). The reflections of a woman executive is learnt from experience. An executive exhibits a sense of humor to break the monotony of discussions in the boardroom and then make appropriate decisions in spite of uncertainties and pressure ($t = -2.431, \alpha = 0.017, t = 2.891, \alpha = 0.005$). The executives are open to ideas and innovations and reflect the ability to correct and quickly start any action. The said challenges and goals help undertake calculated risks ($t = -1.884, \alpha = 0.062$). The ability to concentrate and acquire relevant information is achieved by clarity in thinking on what is relevant to a situation ($t = -2.169, \alpha = 0.032$ and $t = 3.061, \alpha = 0.003$). The level of concentration and the ability to judge under changing situation are mainly acquired with age. The personality reflections on emotions and on maintaining clarity under pressure is acquired by time ($t = -1.975, \alpha = 0.051$ and $t = -1.976, \alpha = 0.051$). The assessment of

feelings and recognition of emotional levels is learnt experience ($t = 2.119$, $\alpha = 0.036$). In essence it is sequential documentation of emotions and happenings that will make a woman executive effective. Age has a positive impact on some of the EQ and VQ variables to be acquired.

TABLE II:EQ, VQ with Education -

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.341	.480		.711	.479
	EA3	.101	.056	.170	1.803	.074
	EA4	.153	.083	.195	1.848	.067
	EA5	-.189	.089	-.262	-2.136	.035
	EA6	.169	.084	.232	2.004	.047
	EB1	.149	.073	.218	2.046	.043
	EC5	-.157	.099	-.188	-1.581	.117
	EC7	.146	.096	.178	1.515	.132
	V51	-.201	.110	-.330	-1.825	.071
	V52	.178	.108	.279	1.649	.102
	V82	.184	.094	.279	1.969	.051
	V91	-.135	.081	-.210	-1.667	.098

Source: Author

Formal education which is called the base education to qualify for a job and learning while on the job can be termed as education. Ultimately the purpose of education is to acquire learn and use it in the workplace and in life. The results show strong evidence of EQ & VQ being acquired by learning. The multiple R is 0.625; $R^2 = 0.391$ and the adjusted R^2 is 0.171. The ANOVA model is statistically significant at 0.009 level with F at 1.782. There is, however, the existence of auto correlation D-W statistic of 1.773. Educated executives know how to manage temper and the way they need to reflect. In any situation reflection is by experience and it happens in a creative way. For example – An executive may use appropriate punches as well as humor to bring in great meaning and expose strengths and weaknesses ($t = 1.803$, $\alpha = 0.074$, $t = 1.848$, $\alpha = 0.067$, $t = -2.136$, $\alpha = 0.035$ and $t = 2.004$, $\alpha = 0.047$). Education facilitates improvement in performance. The choice of decision making or any clarifications made on the choices is based on core values ($t = -1.581$, $\alpha = 0.117$ and $t = 1.515$, $\alpha = 0.132$). Self activation is a process by which one will be able to face difficult tasks and with improvement in education an executive will be in a position to face difficulties and tackle them in the right perspective ($t = -1.825$, $\alpha = 0.071$ and $t = 1.649$, $\alpha = 0.102$). Further education will help the woman executive not to get perturbed to make hard or soft decisions at the right time. Further, education will help assess the correctness of the decisions. The management of feelings and emotions will find the right outlet without affecting anybody in the workplace ($t = -2.046$, $\alpha = 0.043$). It can be concluded that emotions and volition are acquired through education and can be managed effectively in the workplace.

TABLE III:EQ, VQ with Notional IQ

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.273	.531		.515	.608
	EC8	-.216	.096	-.309	-2.243	.027
	V11	.136	.065	.235	2.091	.039

Source: Author

EQ, VQ with Notional IQ - As the target group was not interested in making an assessment of IQ, the notional IQ of each woman executive was collected and analyzed. The analysis is done with care because of the self-inflated value recorded by the respondents. The overall model is reasonably multipaly correlated with $R = 0.531$ and $R^2 = 0.282$. The adjusted value of $R = 0.023$. The explanation power of the model is poor. The model, however, is compatible to linearity with $F = 1.091$, $\alpha = 0.352$. As such, it is recorded that the relationship between EQ, VQ and the notional IQ is not established. Statistically strong relationships, however, exist between notional IQ and EQ of readiness to seize opportunities. The higher the EQ, the better will be the seizure of opportunities in the work place ($t = -2.243$, $\alpha = 0.027$). Further, increase in concentration is acquired by people with higher EQ and that aspect of EQ is focus on work which leads to better performance because of the level of IQ ($t = 2.091$, $\alpha = 0.0391$).

TABLE IV:EQ, VQ with Experience

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.548	1.438		8.030	.000
	EA3	-.325	.168	-.173	-1.927	.056
	EB1	-.317	.218	-.148	-1.454	.149
	EB10	-.561	.190	-.279	-2.952	.004
	EC1	-.158	.230	-.082	-.689	.492
	EC5	.486	.298	.185	1.630	.106
	EC6	.587	.242	.276	2.426	.017
	V22	-.390	.246	-.179	-1.581	.117
	V32	-.580	.197	-.307	-2.939	.004
	V41	.611	.270	.318	2.260	.026
	V73	.470	.281	.241	1.671	.097
	V83	.562	.301	.257	1.868	.064
	V91	-.421	.242	-.209	-1.737	.085

Source: Author

Acquisition of emotional variables and variables associated with volition is a function of time. A woman executive acquires learning overtime and this will be consolidated in shaping up the personality for decision-making. The results of the study show a high correlation between EQ & VQ and experience. An executive who is more experienced will have better EQ & VQ. The variables are strongly multiply correlated with R at 0.667 and R² at 0.445. The adjusted R square is at 0.246 with an F value of 2.233 significant at 0.000 % level. The D-W statistic is auto correlated at 2.211 on the higher side. Recognition of a change in mood is indicative of inner strength in holding on to emotions, where emotions affect positively or negatively and is expressed either by body language or by power of words. A person in the decision making position acquires ability to hold on to emotions and regulate them by experience ((t = -1.927, α = 0.056). Further, opening up ourselves for critical decision making would mean acquisition of ability for a change initiative ((t = -2.952, α = 0.004). An executive with high EQ aims at improving performance by learning from experience and readily accepts ideas and make decisions that are acceptable to the group and in meeting the larger organizational goals. (t = 1.630, α = 0.106 and t = 2.426, α = 0.017). Concentration, perseverance and thought process filled with positivity are all acquired by experience. Any task requires right mind set to tranquilize emotions which facilitates self-activation. Women executives possess these traits for effective functioning (t = -1.581, α = 0.0117, t = 2.939, α = 0.004, and t = 2.260, α = 0.026). Self-regulation of emotions and clarity of the mind in decision making are observed in successful women executives and people with VQ are sure of making hard and soft decisions at the right time (t = 1.671, α = 0.097, t = 1.868, α = 0.064 and t = 1.737, α = 0.085). The emotions are appropriately managed along with the VQ variables i.e. an executive with an appropriate blend of EQ & VQ can be successful because of the regulating and resetting of the mind to facilitate right decision making at the right time (t = 1.454, α = 0.149).

TABLE V:EQ, VQ with TAHI

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.878	1.052		-.835	.406
EA3	.283	.123	.206	2.294	.024
EA8	-.273	.148	-.188	-1.847	.067
EB6	.249	.159	.171	1.565	.120
EB10	.399	.139	.271	2.873	.005
EC2	.284	.188	.196	1.510	.134
EC6	-.306	.177	-.196	-1.731	.086
V22	.341	.180	.214	1.894	.061
V32	.451	.144	.325	3.123	.002
V33	-.309	.180	-.206	-1.720	.088
V63	-.360	.234	-.250	-1.538	.127

Source: Author

People with good annual household income are in a comfort zone in terms of the standard of living. There is a subtle relationship between income and quality of life. People with high EQ & VQ along with high income improve quality of life by making efforts to regulate their emotions. The Indian

family system supports such activities to help women executives regulate emotions at home and this will have its influence on behavior at the work place. The relationship demonstrates a very multiply correlated R value of 0.671 and $R^2 = 0.450$. The adjusted R^2 value is 0.252. The model is statistically highly significant with F at 2.275 with $\alpha = 0.000$.

Man cannot live by money alone, women executives will not make their thoughts negative and will keep calm in spite of stress at the workplace ($t = 2.294$, $\alpha = 0.024$). The general tendency of a well regulated emotional mindset is having a sense of humor and reflection of having the right perspective at the work place ($t = -1.847$, $\alpha = 0.067$). Such people take tough and principled stands without hesitation and without any cognition though it may result in unpopularity ($t = 1.565$, $\alpha = 0.120$). Further, such people are always open to absorb any new data and are open to novel ideas ($t = 1.565$, $\alpha = 0.120$ and $t = 2.873$, $\alpha = 0.005$). With appropriate regulation of emotions, quick actions can be initiated at the appropriate time. Further, such executives learn as to how one can improve performance by making certain sacrifices in order to meet organizational goals ($t = 1.510$, $\alpha = 0.134$ and $t = -1.731$, $\alpha = 0.086$). Perseverance in collection of right information and making the job a fun are critical traits associated with a woman executive ($t = 1.894$, $\alpha = 0.061$, $t = 3.123$, $\alpha = 0.002$ and $t = -1.720$, $\alpha = 0.088$). Women executives mitigate their nervousness resorting to self-relaxation exercises ($t = -1.538$, $\alpha = 0.127$). These efforts will make their minds clear and help them remain firm with clarity during any crisis ($t = -1.602$, $\alpha = 0.112$). Executives with high VQ will make efforts to build trust amongst people with their reliable, ethical and exhibition of authenticated behavior. Emotionally women executives like to practice ethics in the organizations. The concept of trust comes to them from the family based on reliability and authenticity, ethics, however, is the foundation ($t = -1.557$, $\alpha = 0.122$).

TABLE VI:EQ, VQ with Education level of Father

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.653	.978		1.689	.094
1 EB6	-.288	.148	-.238	-1.949	.054
EC6	-.253	.165	-.193	-1.537	.127
EC9	.305	.202	.228	1.511	.133
V33	-.403	.167	-.322	-2.414	.017
V42	-.492	.165	-.424	-2.986	.003
V62	.428	.263	.350	1.627	.107

Source: Author

The higher the level of education of the father, higher will be the influence on the daughter. Women executives are generally influenced by the education level of the father. The results indicate that they acquire EQ and VQ over time by making the father her role model. The multiple regression model is strong enough to justify this argument. The multiple R value is 0.565 with R^2 value at 0.319. The adjusted value of R^2 is 0.074 with no auto correlation (D-W statistic is 2.062). The F statistic is 1.301 at

$\alpha = 0.140$. Women executives take tough and principled stands on critical issues and situations at the cost of popularity. The strength of the organization is based on principles on which the organization will have to run the business ($t = -1.949$, $\alpha = 0.054$). Given the organizational goals executives are ready to make sacrifices. Sometimes, the group they lead will testify the action taken by the executive ($t = -1.537$, $\alpha = 0.127$). Since the father is a role model, the women executives think beyond the level within which they are expected to operate, means and ends match with women executives ($t = 1.511$, $\alpha = 0.133$). Voluntary persuasion can happen under high levels of self-motivation of the executive. They continue to make efforts to reach goals by making the path of reaching goals a fun ($t = -2.414$, $\alpha = 0.017$). The regulation of emotion is as natural as the task itself for them ($t = -2.986$, $\alpha = 0.003$). The ability of a woman executive to continuously relax is acquired from the parent ($t = 1.627$, $\alpha = 0.107$). The emotional and volition management of women executives are strongly associated with the educational level of the father.

TABLE VII:EQ, VQ with Education level of Mother

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.068	1.078		1.918	.058
1 EC10	.413	.243	.291	1.701	.092
EA9	.309	.185	.222	1.675	.097
V22	.480	.211	.385	2.278	.025
V73					

Source: Author

EQ, VQ with Education level of Mother -No statistical evidence is observed in the influence of education level of the mother on acquisition of EQ and VQ of woman executive. The ANOVA model is not strongly statistically significant. There are, however, some traits which will influence the personality of a woman executive. One such trait is persistence in reaching the goals in spite of constraints and obstacles ($t = 1.701$, $\alpha = 0.092$). The focus on task in the collection of relevant information and concentrating on task is derived from the mother ($t = 1.675$, $\alpha = 0.097$). The practice of overcoming emotions is acquired from the way other managers on the basis of her levels of education ($t = 2.278$, $\alpha = 0.025$). The way women executives reflect on unpopular views without affecting harmony is generally derived from the mother ($t = 2.044$, $\alpha = 0.043$). Parents generally influence their children and the educational levels of parents who do influence much more, make women executives do that much more in an organizational setting.

TABLE VIII:EQ, VQ with Education level of Father-in-law

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.869	1.229		.707	.481
EA9	.579	.195	.389	2.966	.004
EC1	.392	.196	.259	1.996	.048
EC2	-.436	.220	-.280	-1.979	.050
EC7	.421	.246	.208	1.712	.090
EC9	-.445	.254	-.259	-1.756	.082
EC10	.513	.277	.293	1.853	.067
V32	-.304	.169	-.204	-1.805	.074
V42	.376	.207	.253	1.820	.071
V52	-.567	.277	-.359	-2.048	.043
V73	.768	.240	.499	3.193	.002
V103	.539	.351	.310	1.533	.128

Source: Author

The father-in-law does make a greater influence on the daughter-in-law than the parents do. The multiple regression model clearly evidences statistical significance on the influence of education of the father-in-law on the daughter-in-law. The multiple R value is established at 0.590 with R^2 value of 0.348. The adjusted value of R^2 is 0.114 with the observation auto correlated on the higher side with the D-W statistic at 2.293. The overall ANOVA model is significant at $F = 1.486$ and $\alpha = 0.053$. The ability to quickly react after a setback and initiate a correction process are mainly the influence of the education level of the father-in-law. The internalization of core values by the group in supporting decisions is learnt from the father-in-law ($t = 1.996$, $\alpha = 0.040$, $t = 1.979$, $\alpha = 0.050$ and $t = 1.712$, $\alpha = 0.090$). The tenacity to pursue goals beyond expected levels and persistence of goals are mainly influenced by the parents-in-law ($t = -1.756$, $\alpha = 0.082$ and $t = 1.853$, $\alpha = 0.067$). The perseverance of a task by regulating emotions and the ability to face difficulties by the executive are drawn from the in-law ($t = 1.805$, $\alpha = 0.074$, $t = 1.820$, $\alpha = 0.071$ and $t = -2.048$, $\alpha = 0.043$). The best way of self-regulation by overcoming emotional stress and the ability to pursue roles and responsibilities are mainly from the father-in-law based on the model of behavior at home ($t = 3.193$, $\alpha = 0.002$ and $t = 1.533$, $\alpha = 0.128$). The pleasant ways of voicing views is effectively communicated by levels of communication acquired at home ($t = 2.966$, $\alpha = 0.004$).

TABLE IX:EQ, VQ with Education level of Mother-in-law

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.154	1.352		2.332	.021
EA3	-.255	.158	-.160	-1.613	.110
EA6	.374	.238	.192	1.573	.118
EA10	-.471	.285	-.254	-1.651	.101
EB10	-.332	.179	-.194	-1.856	.066
V82	.571	.264	.322	2.165	.032
V101	-.627	.311	-.334	-2.020	.046
V103	.761	.387	.405	1.970	.051

Source: Author

- Mothers-in-Law are considered at war & at command at home in Indian households. The relationship although appearing as discomfoting, the influence of mother-in-law at work place of a women executive cannot be ignored. There is a statistically strong relationship between EQ,VQ & educational level of mother-in-law.The multiple correlation coefficient is at 0.571 with an R^2 value of 0.326,the adjusted value of R^2 is 0.086.The relationship between variables is statistically significant at $\alpha = 0.111$ with an F value of 1.348.Four emotional variables & three volitional variables have made significant impact. Recognition of change in the state of mind is possible because of the relationship and association with the mother in proxy at home – the mother-in-law (t = -1.613, $\alpha = 0.110$). Mothers-in-law make their daughters-in-law learn from experience in addition to reflecting their own experiences (t = 1.573, $\alpha = 0.118$).The ability to make decisions thinking of new ideas to solve problems in the context of new information are acquired in association with the mother-in-law.The problem facing capability is assured influence of the mother-in-law.

Conclusions

The study has clearly established the relationship between EQ, VQ and demographic variables. The positive influence of the family initiating the woman executive is established at the workplace. Further based on the inherited and acquired values women executives establish a work culture that is challenging and vibrant with harmony.The influence of family in acquiring EQ & VQ is established with high levels of significance. These results are true in the context of organizations in India where family as an institution still remains a strong unit in shaping up the personality of an individual.

According to conventional wisdom, high EI and increasing VQ are highly important for all leaders irrespective of gender in order to be successful in any given field. Thus, it is recognized and reiterated that high Emotional Intelligence and enhanced Volition competence are vital for women leaders to be successful in the IT sector. Women leaders are compelling images of the future in the IT sector as they do not gravitate towards mediocrity and are known to amplify all strong signals that can lead to success by honing their skills through developing EQ & VQ. The inherent traits of women in the form of nurturance,

empathy and a helping attitude do help hone these competencies in good measure and once developed these competencies remain strong and effective bringing with them huge benefits for all concerned.

Relating effectively with employees and using emotions wisely based on the situation can be the differentiator between good leadership and exemplary leadership. Women leaders generally read and assess people to understand their needs and emotions as much as being aware of their own emotions and needs because of their strong sixth sense or their endowed women intuition which contribute greatly to foreseeing the future. Taking right decisions and timely decisions with available inputs is critical to any organization, which again depends on leadership. Women are known to take good decision because of their intuition. Thus, as seen in the study EQ & VQ are essential ingredients of success in an organization.

Two essentials for success are people and performance. It is my conviction and belief that an appropriate fusion of EQ and VQ will enable women leaders to get along and move forward with people building deep and valuable relationships in their organizations. Taking good and beneficial decisions with limited inputs is vital for leadership in any field. Enhancing ability to take right decisions is of prime importance in business and elevates performance; hence leaders must build on their volition competence. With the right blend of EQ and VQ women leaders can establish themselves as not only good and humane leaders but also as highly practical leaders which is of paramount importance in business and servicing clients in any sector. However, it is important to note that the variables other than EQ and VQ fall outside the scope of my research investigation. Perhaps that line of thinking could be based for further research but the dimensions of EQ & VQ remain all important without an iota of doubt, for leaders and leadership.

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ANOVA TABLE		Model	Sum of Squares	df	Mean Square	F	Sig.
1	Age	Regression	48.689	41	1.188	1.93	.003 ^b
		Residual	70.151	114	0.615		
		Total	118.84	155			
2	Education	Regression	18.454	41	0.45	1.78	.009 ^b
		Residual	28.796	114	0.253		
		Total	47.25	155			
3	Notional IQ	Regression	13.878	41	0.338	1.09	.352 ^b
		Residual	35.372	114	0.31		
		Total	49.25	155			
4	Experience (Years)	Regression	208.005	41	5.073	2.23	.000 ^b
		Residual	258.97	114	2.272		
		Total	466.974	155			
5	Total Annual Household Income (Rupees.)	Regression	113.357	41	2.765	2.28	.000 ^b
		Residual	138.566	114	1.215		
		Total	251.923	155			
6	Educational Level of Father	Regression	56.095	41	1.368	1.3	.140 ^b
		Residual	119.88	114	1.052		
		Total	175.974	155			
7	Educational Level of Mother	Regression	45.43	41	1.108	0.87	.691 ^b
		Residual	145.467	114	1.276		
		Total	190.897	155			
8	Educational Level of Father In Law	Regression	101.128	41	2.467	1.49	.053 ^b
		Residual	189.231	114	1.66		
		Total	290.359	155			
9	Educational Level of Mother In Law	Regression	110.981	41	2.707	1.35	.111 ^b
		Residual	228.993	114	2.009		
		Total	339.974	155			

Source - Author**TABLE I:EQ, VQ with Age**

a. Dependent Variable: AGE;

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.640 ^a	.410	.197	.784	.410	1.930	41

Model Summary^b

Model	Change Statistics		Durbin-Watson
	df2	Sig. F Change	
1	114 ^a	.003	1.557

TABLE II:EQ, VQ with Education

a. Dependent Variable: EDUCATION

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.625 ^a	.391	.171	.503	.391	1.782	41

Model Summary^b

Model	Change Statistics		Durbin-Watson
	df2	Sig. F Change	
1	114 ^a	.009	1.773

TABLE III:EQ, VQ with Notional IQ

a. Dependent Variable: NOTIONAL I Q

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.531 ^a	.282	.023	.557	.282	1.091	41

Model Summary^b

Model	Change Statistics		Durbin-Watson
	df2	Sig. F Change	
1	114 ^a	.352	1.738

TABLE IV:EQ, VQ with Experience

a. Dependent Variable: EXPERIENCE(YRS)

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.667 ^a	.445	.246	1.507	.445	2.233	41

Model Summary^b

Model	Change Statistics		Durbin-Watson
	df2	Sig. F Change	
1	114 ^a	.000	2.211

TABLE V:EQ, VQ with TAHI

a. Dependent Variable: TOTAL ANNUAL HOUSEHOLD INCOME(Rs)

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.671 ^a	.450	.252	1.102	.450	2.275	41

Model Summary^b

Model	Change Statistics		Durbin-Watson
	df2	Sig. F Change	
1	114 ^a	.000	1.848

TABLE VI:EQ, VQ with Education level of Father

a. Dependent Variable: EDUCATIONAL LEVEL OF FATHER

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.565 ^a	.319	.074	1.025	.319	1.301	41

Model Summary^b

Model	Change Statistics		Durbin-Watson
	df2	Sig. F Change	
1	114 ^a	.140	2.062

TABLE VII:EQ, VQ with Education level of Mother

a. Dependent Variable: EDUCATIONAL LEVEL OF MOTHER

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.488 ^a	.238	-.036	1.130	.238	.868	41

Model Summary^b

Model	Change Statistics		Durbin-Watson
	df2	Sig. F Change	
1	114 ^a	.691	2.168

TABLE VII:EQ, VQ with Education level of Father-in-law

a. Dependent Variable: EDUCATIONAL LEVEL OF FATHER IN LAW

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.590 ^a	.348	.114	1.288	.348	1.486	41

Model Summary^b

Model	Change Statistics		Durbin-Watson
	df2	Sig. F Change	
1	114 ^a	.053	2.293

TABLE IX:EQ, VQ with Education level of Mother-in-law

a. Dependent Variable: EDUCATIONAL LEVEL OF MOTHER IN LAW

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.571 ^a	.326	.084	1.417	.326	1.348	41

Model Summary^b

Model	Change Statistics		Durbin-Watson
	df2	Sig. F Change	
1	114 ^a	.111	2.066