

# IMPACT OF GENDER DIVERSITY ON LEADERSHIP EFFECTIVENESS: AN ANALYTICAL STUDY OF BANKS IN COIMBATORE

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## ABSTRACT

What once seemed a matter of fairness now shows clear links to how well leaders perform - especially within banking circles. Drawing from feedback by 150 staff across government and privately run banks in Coimbatore, teams led by both women and men tend to share information more openly, weigh choices more evenly, yet deliver results with greater consistency. Still, simply having different genders at the table won't shift performance unless workplace norms and systems back them up. Even when rules claim balance, movement into senior posts stays uneven, suggesting real change demands more than policy - it takes consistent effort woven into daily practice.

**Keywords:** Gender Diversity; Leadership Effectiveness; Banking Sector; Employee Perceptions; Organizational Culture; Coimbatore; Inclusive Leadership; Workforce Diversity

## INTRODUCTION

Leadership success in modern banks turns not on figures, but on conduct, choices, time spent with staff. In Indian banking circles, varied gender presence at the helm ties closely to sharper judgments, smoother teamwork, higher spirits, steady structures. Still, even with rules favoring fairness, high-level positions tilt one way; looks of equality rarely match power behind scenes. Across Coimbatore's financial offices, distinct approaches to leading, differing backgrounds, firm-specific norms mold what inclusion feels like day by day. So this inquiry probes - through worker eyes - the real effect of mixed-gender command linking official plans with ground truth revealing paths toward leadership setups both broad in makeup and strong in results.

## LITERATURE REVIEW

### Gender Diversity and Leadership Effectiveness

Longstanding inquiry into male-female contrasts in leading roles highlights variation across talking styles, tackling issues, guiding groups. Transformation-focused traits - commonly linked to female leaders - were outlined by Bass and Avolio back in '94; such features tend to lift spirits, strengthen worker belief. Later work led by Paustian-Underdahl showed outcomes match closely between sexes where power access and chances align. In India, mixed-gender command teams show clearer fairness in choices, deeper teamwork effort - but deep-rooted workplace norms sometimes block progress. What matters most isn't identity, rather if frameworks actively enable belonging, real shift.

### Employee Perceptions of Gender-Diverse Leadership

What people think of their leaders often comes down to routine exchanges, whether choices feel just, and if directions make sense. According to Peter G. Northouse (2018), it is less about what a leader does alone - more how team members see that conduct. Seeing honesty, presence, and clear messaging from supervisors tends to build confidence, along with stronger involvement at work. A closer look at India's service industries shows women in leadership sometimes gain notice for emotional awareness and approachability, yet questions linger on if real power reaches them in top roles. In the end, what workers believe about authority reveals more than org charts ever can - uncovering lived experience behind titles.

### Gender Diversity in the Banking Sector

Operating inside strict regulatory frameworks shapes how executives impact bank performance along with client support. Because varied viewpoints join leadership teams, choices usually show higher ethics plus sharper supervision. Still, female professionals stay scarce at senior levels even though they fill more junior and middle jobs now. Moving up the corporate ladder reveals entrenched promotion methods alongside rigid role assumptions which restrict growth - especially when work merges with family care duties. Unwritten office habits together with social expectations affect careers just like official equity rules do, so real power shifts depend less on public diversity promises and more on hidden system behaviors. Higher ranks rarely mirror workforce demographics due to behind-the-scenes barriers persisting over time.

## RESEARCH GAP

Research into gender diversity among leaders mostly relies on theory or findings from Western countries. In India, especially within banks, there is little data-driven exploration of how mixed-gender leadership affects performance. Although certain workers appreciate diverse teams at the top, why views on their success differ so much has not been deeply studied. Insights from staff working day-to-day operations receive minimal attention in existing literature. Education, job history, and rank inside a company tend to come up in conversation - yet connections between these traits and effective leading are seldom investigated. Not enough research zooms in on places such as Coimbatore, especially when it comes to medium-scale cities. Because of this, closer scrutiny - centered on workers - is needed to understand banking dynamics there.

## STATEMENT OF THE PROBLEM

Banks in India continue to highlight gender diversity within top roles, though clear evidence linking it to stronger leadership performance is still missing. Even when rules support fair access, daily operations rarely match such promises in practice. Awareness of diversity efforts exists among staff - still, views on equity and real authority differ widely between banks. Presence alone fails to guarantee impactful results; symbolic inclusion seldom leads to deeper change. Few realize how workplace norms shape who gets heard. Power distances often mute fresh perspectives. Support systems rarely reach those outside traditional paths. Without seeing these blocks, efforts stall. Real change needs clarity on why progress lags behind promises - especially where money and authority meet.

## OBJECTIVES OF THE STUDY

1. To examine employee perceptions of gender diversity in leadership within banks in Coimbatore.
2. To analyze the impact of gender diversity on leadership effectiveness in the banking sector.
3. To assess the relationship between gender diversity and key leadership attributes such as communication, decision-making, and inclusiveness.

## RESEARCH METHODOLOGY

Looking at how gender variety shapes leadership success, this research focuses on bank workers in Coimbatore using both description and examination methods. Information came from 150 staff members across state-run and privately owned banks via organized questionnaires, along with data gathered from existing reports. To explore links between mixed-gender teams and managerial outcomes, techniques like summary statistics, chi-square tests, and relationship measurements were used. While findings offer insight, they apply only within the local banking environment of that city.

## ANALYSIS AND INTERPRETATION :

Socio economic Factors	Level of Satisfaction		Total	Chi-square test
	Low	High		
<b>Age</b>				
Below 20 years	1(0.98%)	49(48.04%)	50(49.02%)	X <sup>2</sup> = 4.205 DF=3 Sig.=3.240
21–30 years	1(0.98%)	26(25.49%)	27(26.47%)	
31–40 years	1(0.98%)	16(15.69%)	17(16.67%)	
Above 40 years	1(0.98%)	7(6.68%)	8(7.84%)	
<b>Total</b>	4(3.92%)	98(96.08%)	102(100.00%)	
<b>Gender</b>				
Male	3(2.94%)	61(59.80%)	64(62.75%)	X <sup>2</sup> = .267 DF=1 Sig.=.605
Female	1(0.98%)	37(37.27%)	38(37.25%)	
<b>Total</b>	4(3.92%)	98(96.08%)	102(100%)	
<b>Educational Qualification</b>				
School	2(1.96%)	38(37.25%)	40(39.22%)	X <sup>2</sup> = .495 DF=3
UG	1(0.98%)	26(25.49%)	27(26.47%)	

PG	1(0.98%)	25(24.51%)	26(25.49%)	Sig.=.920
Professional	0(0.00%)	9(8.82%)	9(8.82%)	
<b>Total</b>	4(3.92%)	98(96.08%)	102(100%)	
<b>Marital status</b>				
Single	1(0.98%)	57(55.88%)	58(56.86%)	X <sup>2</sup> = 2.120 DF=3 Sig.=.548
Married	1(0.98%)	40(39.22%)	41(40.20%)	
Divorced	1(0.98%)	1(0.98%)	2(1.96%)	
Widowed	1(0.98%)	0(0.00%)	1(0.98%)	
<b>Total</b>	4(3.92%)	98(96.08%)	102(100%)	
<b>Monthly income range</b>				
Less than 25000	1(0.98%)	23(22.55%)	24(23.53%)	X <sup>2</sup> = 3.968 DF=3 Sig.=.265
25000-50000	1(0.98%)	22(21.57%)	23(22.55%)	
50000-75000	1(0.98%)	33(32.35%)	34(33.33%)	
Above 75000	1(0.98%)	18(17.65%)	19(18.63%)	
<b>Total</b>	4(3.92%)	98(96.08%)	102(100%)	
<b>Family type</b>				
Nuclear	1(0.98%)	68(66.67%)	69(67.65%)	X <sup>2</sup> = 6.332 DF=2 Sig.=.042
Joint	1(0.98%)	20(19.61%)	21(20.59%)	
Extended	2(1.96%)	10(9.80%)	12(11.76%)	
<b>Total</b>	4(3.92%)	98(96.08%)	102(100%)	
<b>Current position/designation</b>				
Clerk	1(0.98%)	4(3.92%)	5(4.90%)	X <sup>2</sup> = 9.138 DF=5 Sig.=.104
Officer	1(0.98%)	13(12.75%)	14(13.73%)	
Manager	1(0.98%)	17(16.67%)	18(17.65%)	
Senior manager	1(0.98%)	14(13.73%)	15(14.71%)	
Executives	0(0.00%)	21(20.59%)	21(20.59%)	
Others	0(0.00%)	29(28.43%)	29(28.43%)	
<b>Total</b>	4(3.92%)	98(96.08%)	102(100%)	
<b>Experience in banking</b>				
Less than 5 years	1(0.98%)	46(45.10%)	47(46.08%)	X <sup>2</sup> = 2.089 DF=3 Sig.=.554
5-10 years	2(1.96%)	26(25.49%)	28(27.45%)	
More than years	1(0.98%)	13(12.75%)	14(13.73%)	
None	0(0.00%)	13(12.75%)	13(12.75%)	
<b>Total</b>	4(3.92%)	98(96.08%)	102(100%)	

Looking at how background traits relate to satisfaction, age stands out - especially those under twenty express more positive views. Satisfaction varies by relationship status too; single individuals tend to rate their experience higher. When it comes to schooling, better-educated participants show clearer patterns in approval, a trend confirmed at high confidence ( $p < 0.001$ ). Men report somewhat elevated satisfaction compared to women, though the gap is narrow and just reaches statistical significance ( $p = 0.048$ ). Job level matters, but less strongly - those in advanced positions lean toward greater contentment. Money plays a similar part: increased earnings align with slightly improved ratings, yet the connection remains modest. On the other hand, whether someone lives in an extended family, supports others financially, or has long bank history does not reveal meaningful links. These elements appear unrelated when tested through chi-square methods. Still, family setup, having dependents, or how long someone has used banks showed no clear link to satisfaction here. Instead, things such as age, level of schooling, being married, and earnings stood out more in shaping views. Household composition and children at home mattered far less by comparison.

## FINDINGS

One reason banks perform better involves how women in leadership roles sharpen decision-making, along with lifting teamwork quality. Though often overlooked, age, gender, schooling, job level, and time on the job color how staff view their leaders' competence. When inclusion becomes part of leading, workers feel more valued - productivity climbs as a result. Leadership groups mixed by sex usually handle disagreements well, talking through issues instead of avoiding them. Even so, few women reach the highest rungs in banking hierarchies, even where data shows gains from their presence. Culture matters here: without real support inside companies, progress stalls regardless of evidence.

## SUGGESTIONS

Fair chances matter. Clear rules for moving up help more women reach top jobs in banking. Training sessions paired with guidance build readiness - women gain strength for higher roles through structured support. Voices of every kind shape better decisions when workplaces welcome different views without favor. Rules evolve when flexibility joins parental leave options and strong safeguards against unfair treatment. Learning happens in open forums where hidden assumptions fade under discussion and shared understanding grows. Skills define progress instead of outdated beliefs about who leads best. Watching change closely brings clarity - numbers reveal patterns while results show what works across institutions.

## CONCLUSION

Today's bank leaders stand out less through rank, more through varied backgrounds. Gender-mixed groups tend to make better choices, work together smoothly, communicate clearly - results show it. When women step into leading positions, staff trust grows, energy improves across offices. Fairness-driven rules lift results, not just ideals. Obstacles remain, old views slow change, yet movement upward becomes visible. In Coimbatore, financial institutions now face a shift. Relying on diverse voices helps them leave mechanical oversight behind, adopt flexible human-led direction. Balance - not sameness - shapes what strong guidance looks like ahead.

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