

Does Gender Biasness against Female Bosses/Leaders Persist: A Review

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Abstract

In terms of educational achievement and leadership competency scores, women now surpass males. It is not enough to just disregard female supervisors. In actuality, workers take a little longer to receive feedback from female bosses. Implicit biases cannot account for these results either. Although it is often more common for employees to instinctively link males with careers and women with families as males are considered more effective than women, this propensity does not indicate whether they will be biased towards female employers. Women are frequently expected to be selfless, so when they express criticism, they go against the stereotype that they should always be helpful, even when the criticism is intended to benefit the employee. Though women have been great leaders in their profession but they are acknowledged and not given due regards and importance.

Keywords: Gender, biasness, leadership, women, men, effective, performance

INTRODUCTION

Men and women are always differentiated and discriminated in terms of compliance of managerial positions. Gender in most cases is considered as a main parameter which describes that the person is a good leader and the task that he/she has to perform suits him/her the best. In most of the cases, women are neither given opportunity nor encouraged to be better leaders and bosses and therefore, there arises disparities between men and women at work place. When women climb the ladder of success, various questions on them are put up that whether they will be capable enough to lead the organisations successfully or not.

In the world economy hardly very few women can be named who remained successful in leading the companies. To name few. Ginni Rometty, is an American executive who is the first woman to head the company IBM. She is also the chairperson, President and CEO of the company. Among Indian origin women only few women can be named who are leading the companies. For instance, Indra Nooyi, the chairperson and CEO of Pepsico had been considered as a most powerful woman in 2008. She is also considered as well known women in the field of most influenced Women Entrepreneurs. Kiran Mazumdar-Shaw, the Chairperson and MD of the Biocon Limited is considered to be as one of the most influential women who heads the business of the largest insulin producer company in Asia. Other women who led the companies are Arundhati Bhattachaya who is the former chairperson of SBI Bank and Indu Jain who controls the Bennett Coleman & Co. Ltd. People in the last half-century have started accepting female as bosses and these female bosses have turned out to be successful leaders, despite such fact there still exists a negative attitude towards women at workplaces.

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Such as according to (2013) Gallup's Survey, conducted in Princeton at New Jersey, the poll stated that:

“American workers would choose a man boss over a female boss by a ratio of 35% to 23% if given the chance, while 4 out of 10 workers would not have a preference.” [1]

There is evidence of a negative impact on male employees in occupations where women are the majority, despite the notable increase over the past few decades that envisions promotion of higher presence of women in leadership positions throughout the occupational structure as a means of effectively reducing gender bias and discrimination towards women at workplaces. Women are more likely to suffer consequences than males when there is gender bias in the way work is organised, such as extended working hours, tight working schedules, and a lack of work-life balance. Therefore, women are not preferred much at the work places and such opportunity is then offered to men.

Margaret Thatcher, former Prime Minister of United Kingdom, Mrs. Indira Gandhi, former Prime Minister of India, Sheikh Hasina, Prime Minister of Bangladesh, Nirmala Sitharaman, former defence minister of India and present finance minister of India can be named who remained successful in leading in their countries. If women are given opportunity to lead either the country or business, only they can prove their capability and strength. Generally, we observe that countries and corporate sectors are led by males. They have the dominant role.

Thus, it is a general perception that gender biasness persist against women/leaders:

- *Objective of the Research:* To examine whether gender biasness against women leaders/bosses persist or not.
- *Research Question:* To test the study whether females are more effective bosses/leaders in relation to their male counterpart?

REVIEW OF LITERATURE

There has been a variety of research done and therefore, the work has been analyzed as follows which will be helpful for the present research

In the United Kingdom, there were 4,306,000 managers and administrators overall in 1999. Women made up roughly 33 percent of this group. At the very top floors, though, it was still clear that there was a glass ceiling. Only 3.6% of directors at over 584 firms in the United Kingdom were women in 1998, according to a survey ii. In Canada, just 26.6 firms had numerous female corporate executives as of 1999, while 43.6% of companies had no female corporate officials at all [2]. In the 70,000 biggest German firms in 1995, women made up between 1 and 3 percent of top executives and board directors, while their share of middle and junior management was 6 and 12 percent, respectively [3].

According to Gallup's poll (Megan Brennan: Washington D.C.: 2013), an American advisory and analytics company, the percentage of people in America for having a male boss is 23%. Currently, 55% Americans say that they would have no gender preference for a boss if they apply for a new job. On a rough scale, 23% and 21% said that they would like to prefer a man or a woman. Male bosses though have 34 points advantage over female bosses [4].

Results regarding which gender exhibits the most bias against male and female leaders are also inconclusive. Some data from hypothetical or idealized bosses show that men exhibit more bias toward female managers [5]

According to the study by (Koshal, 2006), In India, there are 2 women in every 100 economically active men who hold managerial and administrative posts [6]. (Ekaterina Netchaeva: Bocconi University, Italy) An experiment was conducted, where it was observed that men are more aggressive

when it comes to hypothetical female bosses and this behaviour is because men feel challenged by the authority of women [7]

(Harvard Business Review) conducted a survey of 7,280 leaders of various organisations which are successful worldwide in public and private sector. Traditionally perceived female strengths. In fact, at every level, more women than males were rated as generally superior leaders by their peers, employers, direct reports, and other associates; the higher the level, the larger the gap [8].

(Martin Abel: Institute of Labour Economics, Australia: 2018) Mr. Abel, a professor of economics conducted a survey of 2,700 workers through online mode and found out that both men and women react negatively when the criticism comes from the side of a woman. Such criticism led to a larger job satisfaction among the employees than a criticism by a male [9]

(Jack Zenger & Joseph Folkman: Harvard Business Review: 2019) A recent 360 degree review was conducted where it was observed that women outsourced men on 17 out of 19 capabilities that differentiated leaders from average poor ones. Also, women rated them as a better leader in their future carriers. Men gain 8.5 percentile in confidence between 25 to 60+ years and on the other hand female gain 29 percentiles points [10].

(IANS:NewYork:2019) Female leaders receive less negative criticism for business failure as stated by Journal of Personality and Social Psychology.—The study found that consumers' trust in, and willingness to support, an organisation after a failure varied based on the gender of the organisation's leader and the type of incident [11].

Therefore, it can be concluded from their view of literature that criticism of female bosses has declined from the earlier researches. In the present study, the author will try to observe whether the conclusion drawn from the review of literature still holds good or not.

RESEARCH METHODOLOGY

Scope of the Study

This study will try to find out whether women leaders/bosses are affected by gender biasness or not. Their search is based on survey conducted using primary data with respect to educational institutions at secondary school level and college level, medical professionals, veterinary professionals, IT Sector, Professionals, Sales Executive, Consultants, service professionals and so on.

Data Collection Method

The research survey is based on primary data.

Sampling Method and Size

The sampling method used for research is convenience sampling and sizes of 100 respondents were selected consisting of 50 males and 50 females.

Research Instrument

It was decided to conduct online survey based on questionnaire containing nine statements to ascertain the gender biasness among women and men leaders and bosses. In order of their preference on whether they agreed or disagreed with nine items, the respondents were asked to provide their opinions.

1. Strongly Agree
2. Agree
3. Neutral
4. Disagree
5. Strongly Disagree

Data Analysis

Quantitative Analysis is done using percentage sub-divided bar diagram and absolute sub divided bar diagram of the data. (Figures 1–18) Despite of reminders to respondents, only 21 Male Respondents and 11 Women Respondents preferred to send their reply to the questionnaire. Thus, the result is based on 21 Male and 11 Female respondents.

Nine questions were sent to the respondents to ascertain their opinion on each statement. Their reply is tabulated in absolute form and in percentage form. (Tables 1–18) Thereafter, absolute sub-divided bar diagram and percentage sub-divided bar diagram are used to analyze and interpret the survey based on primary data.

Table 1. Response to Women are better overall leaders than their male counterparts (Absolute).

Gender	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Male	1	5	11	4	0	21
Female	2	6	3	0	0	11

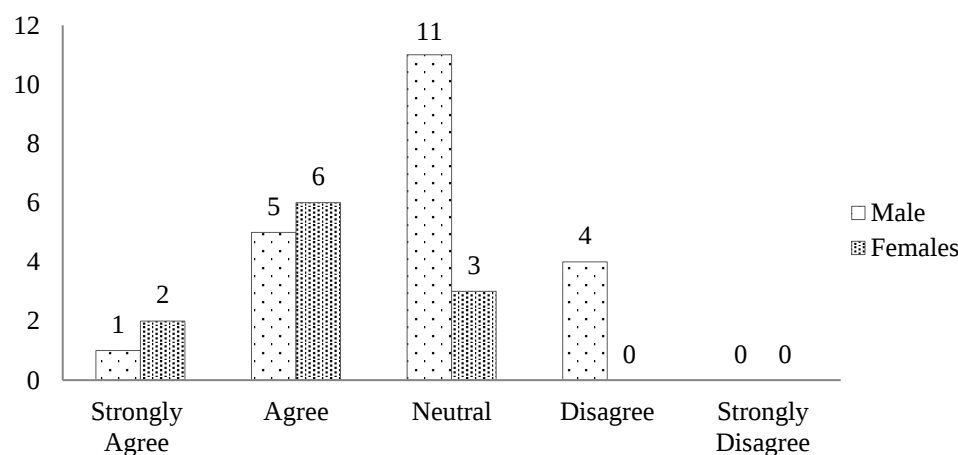


Figure 1. Response to Women are better overall leaders than their male counterparts (Absolute).

Table 2. Women are better overall leaders than their male counter parts. (Percentage%).

Gender	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Male	4.7	23.8	52.5	19.0	0.0	100
Female	18.2	54.5	27.30	0.0	0.0	100

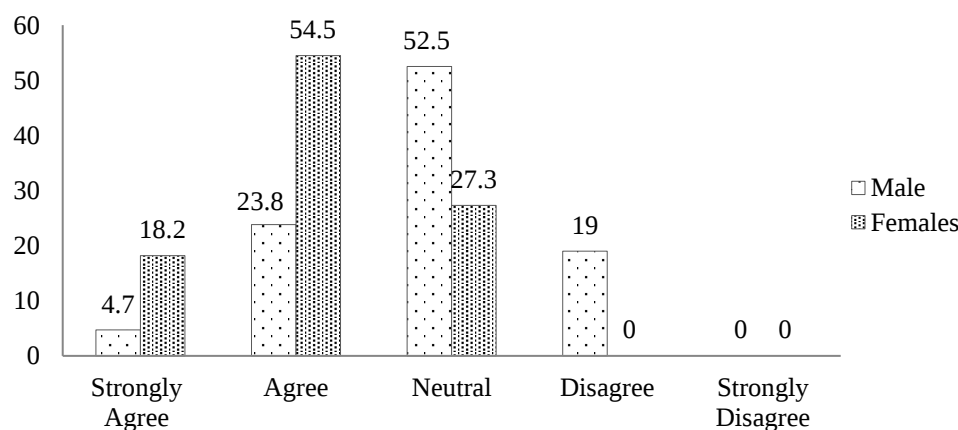


Figure 2. Women are better overall leaders than their male counterparts. (Percentage Sub-Divided Bar diagram).

Table 3. Women can always orient the work culture to bring in the tight fit between the people in Better way. (Absolute).

Gender	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Male	0	8	8	5	0	21
Female	4	5	2	0	0	11

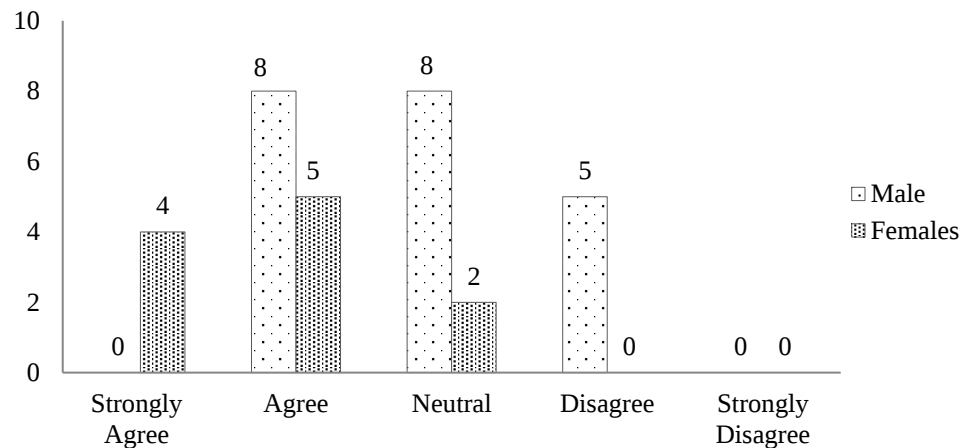


Figure 3. Chart representing Women can always orient the work culture to bring in the tight fit between the people in a better way. (Absolute Sub-Divided Bar Diagram).

Table 4. Women can always orient the work culture to bring in the tight fit people in a better way (Percentage).

Gender	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Male	0	38	38	24	0	100
Female	36.4	45.5	18	0	0	100

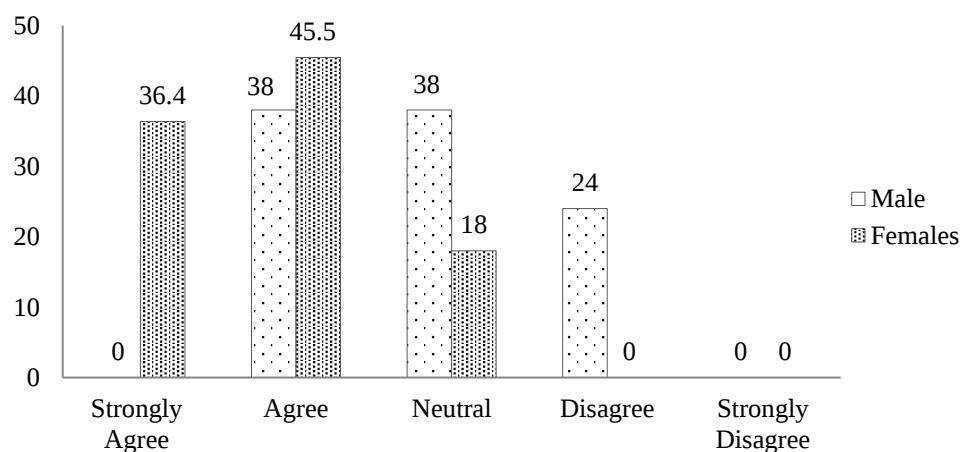


Figure 4. Women can always orient the work culture to bring in the tight fit between the people in a better way. (Percentage Sub-Divided Bar Diagram).

Table 5. Men feel threatened by female supervisors and act more assertively toward them Than male bosses, which could disrupt the work place with struggles overpower (Absolute).

Gender	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Male	0	6	5	8	2	21
Female	3	3	2	3	0	11

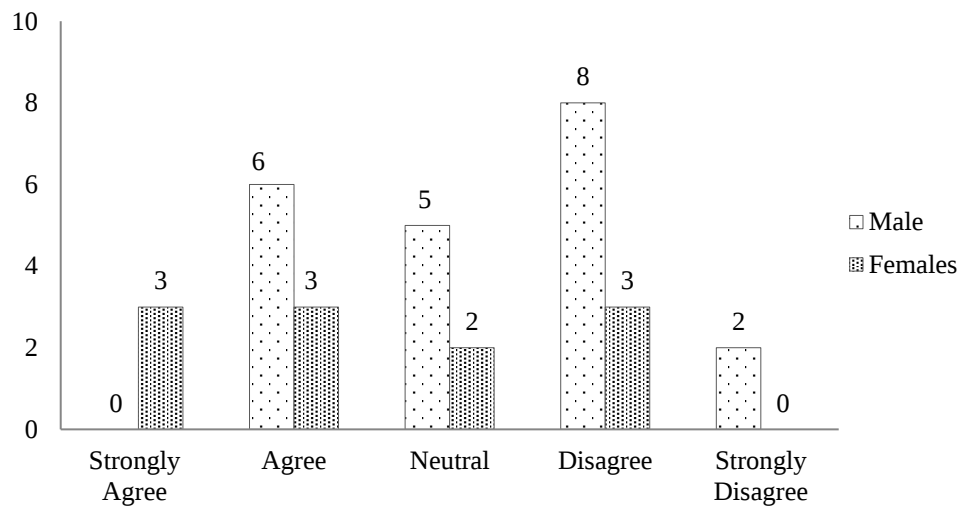


Figure 5. Men feel threatened by female supervisors and act more assertively Toward them than male bosses, which could disrupt the workplace with struggles over power. (Absolute Sub-Divided Bar Diagram).

Table 6. Men feel threatened by female supervisors and act more assertively toward them than male bosses, which could disrupt the workplace with struggles over power. (Percentage).

Gender	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Male	0	28.6	23.8	38.1	9.5	100
Female	27.3	27.3	18.1	27.3	0	100

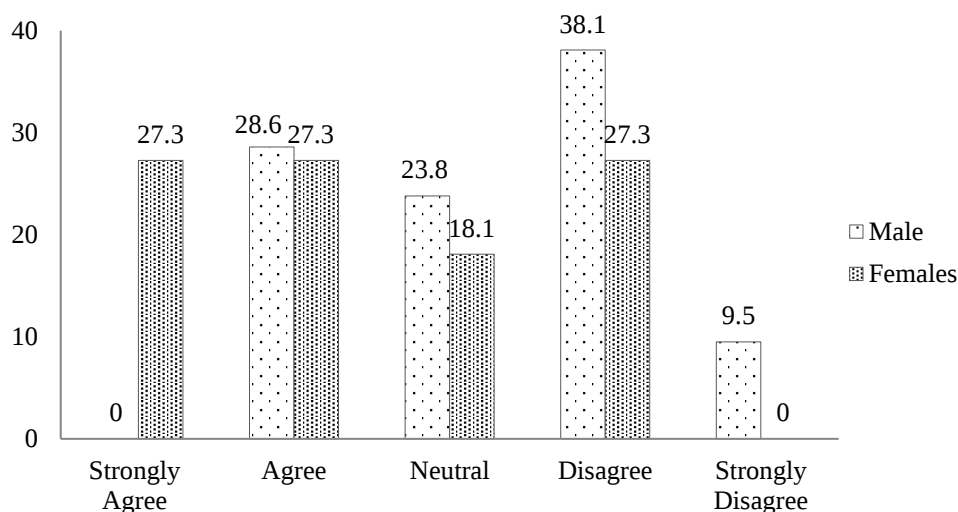


Figure 6. Men feel threatened by female supervisors and act more assertively toward them than male bosses, which could disrupt the workplace with struggles over power (Percentage Sub-Divided Bar Diagram)

Table 7. Men and women can do the same thing, but if they both act assertive, women are Rated less effective because we expect men to do that. (Absolute).

Gender	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Male	0	9	2	8	2	21
Female	2	3	4	1	1	11

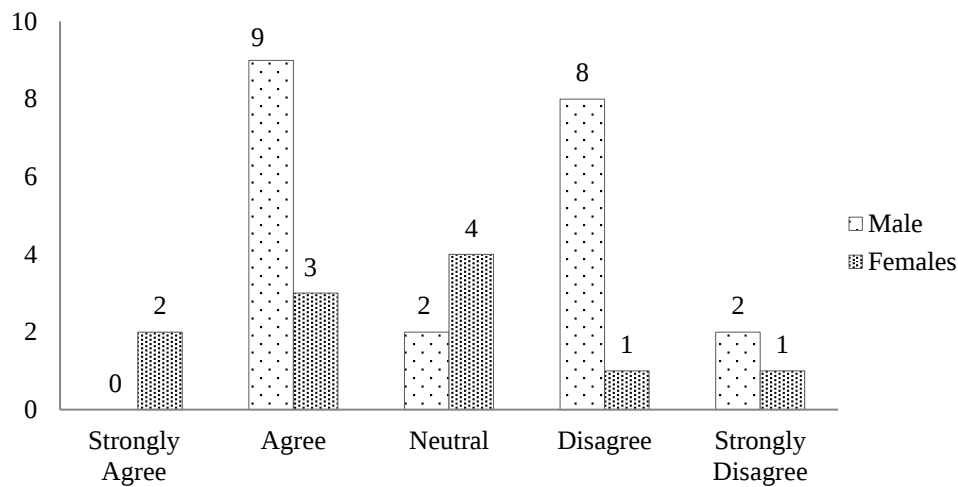


Figure 7. Men and women can do the same thing, but if they both act assertive, women are rated less effective because we expect men to do that. (Absolute Sub-Divided Bar Diagram)

Table 8. Men and women can do the same thing, but if they both act assertive, women are Rated less effective because we expect men to do that. (Percentage).

Gender	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Male	0	42.8	27.5	38.2	9.5	100
Female	18.2	27.3	36.3	9.1	9.1	100

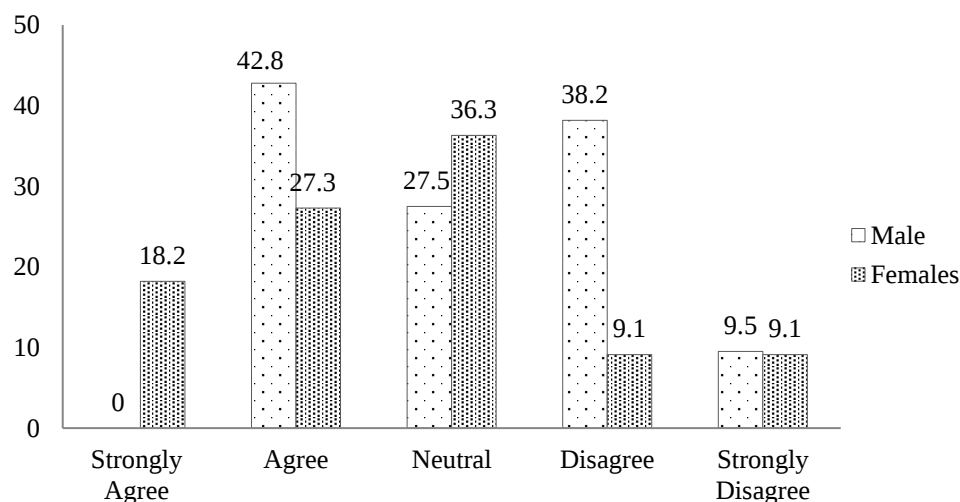


Figure 8. Men and women can do the same thing, but if they both act assertive, women are rated less effective because we expect men to do that. (Percentage Sub-Divided Bar Diagram).

Table 9. Men and women are equally effective. (Absolute).

Gender	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Male	9	10	2	0	0	21
Female	7	2	1	1	0	11

Table 10. Men and women are equally effective. (Percentage).

Gender	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Male	42.8	47.6	9.6	0	0	100
Female	63.6	18.2	9.1	9.1	0	100

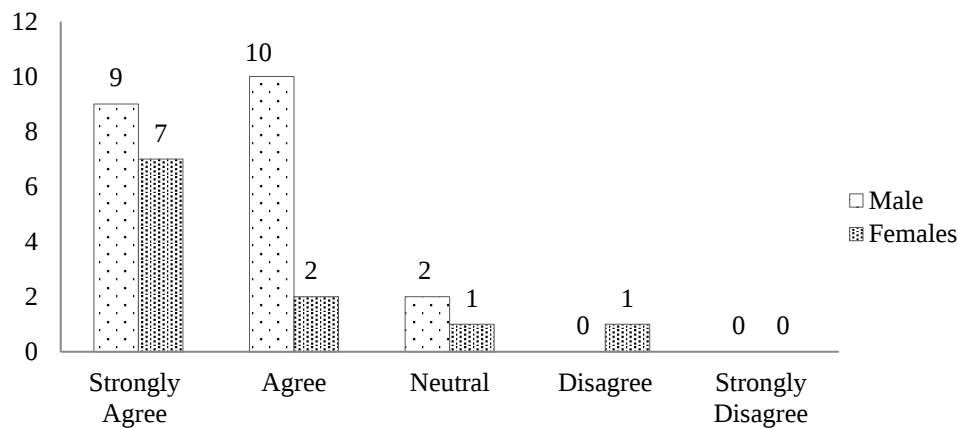


Figure 9. Men and women are equally effective. (Absolute Sub-Divided Bar Diagram).

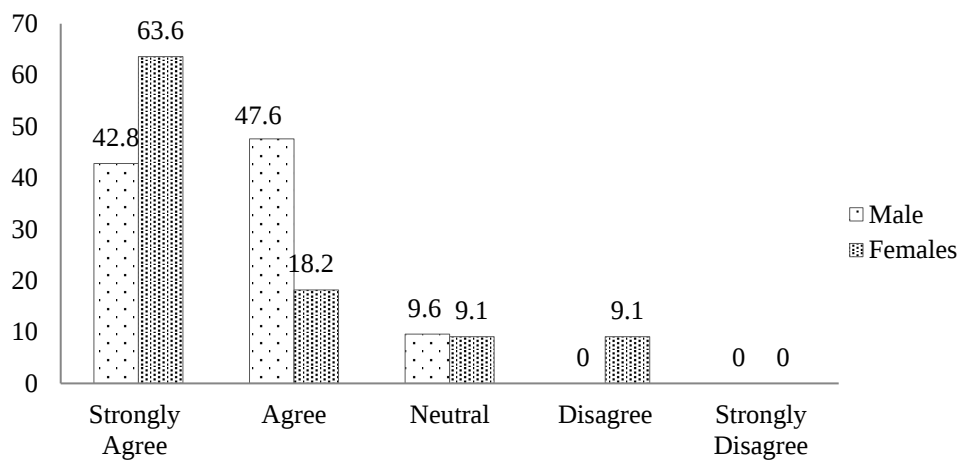


Figure 10. Men and women are equally effective. (Percentage Sub-Divided Bar Diagram).

Table 11. Male workers are more resentful of criticism when the boss is a woman (Absolute).

Gender	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Male	1	5	5	10	0	21
Female	2	4	4	1	0	11

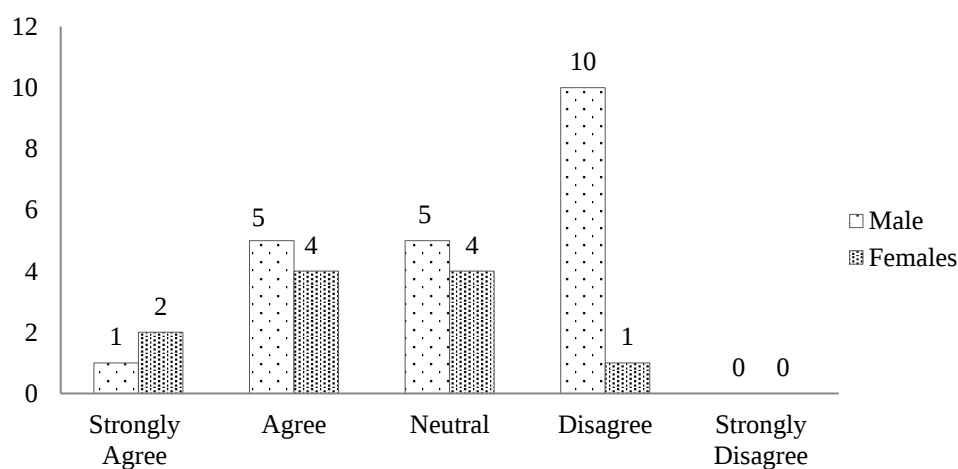


Figure 11. Male workers are more resentful of criticism when the boss is a woman (Absolute Sub-Divided Bar Diagram).

Table 12. Male workers are more resentful of criticism when the boss is a woman (Percentage).

Gender	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Male	4.7	23.8	23.8	47.7	0	100
Female	18.2	36.4	36.4	9.0	0	100

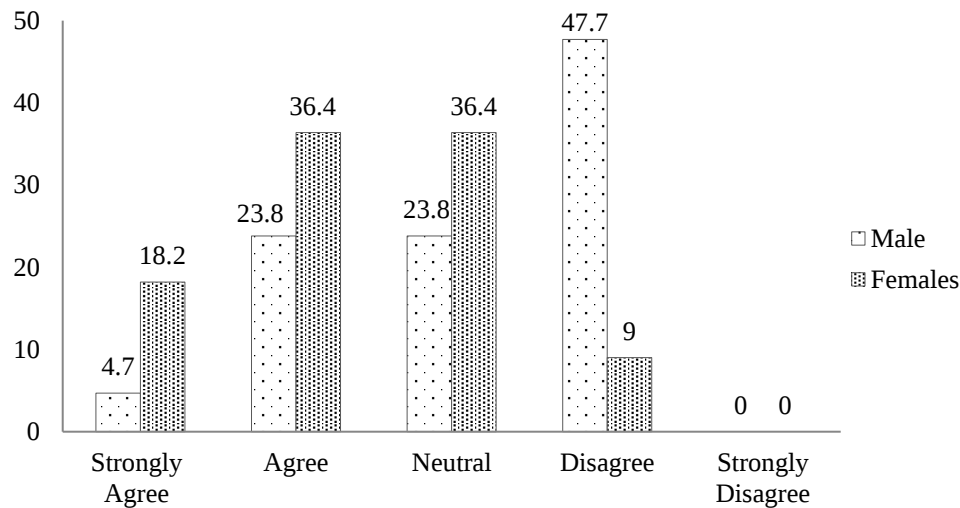


Figure 12. Male workers are more resentful of criticism when the boss is a woman (Percentage Sub-Divided Bar Diagram).

Table 13. Women are effective at management. (Absolute).

Gender	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Male	6	10	1	4	0	21
Female	5	5	1	0	0	11

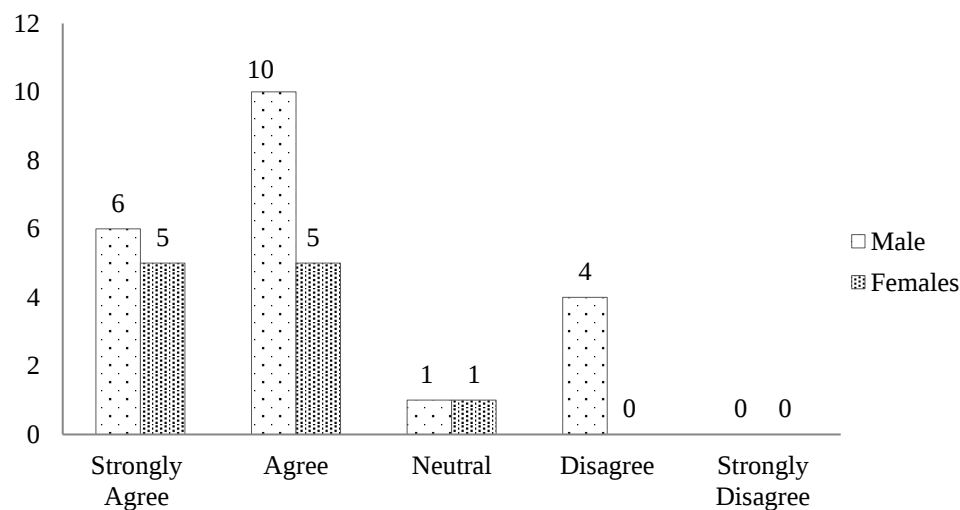


Figure 13. Women are effective at management. (Absolute Sub-Divided Bar Diagram).

Table-14. Women are effective at management. (Percentage).

Gender	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Male	28.6	47.7	4.7	19.0	0	100
Female	45.5	45.5	9	0	0	100

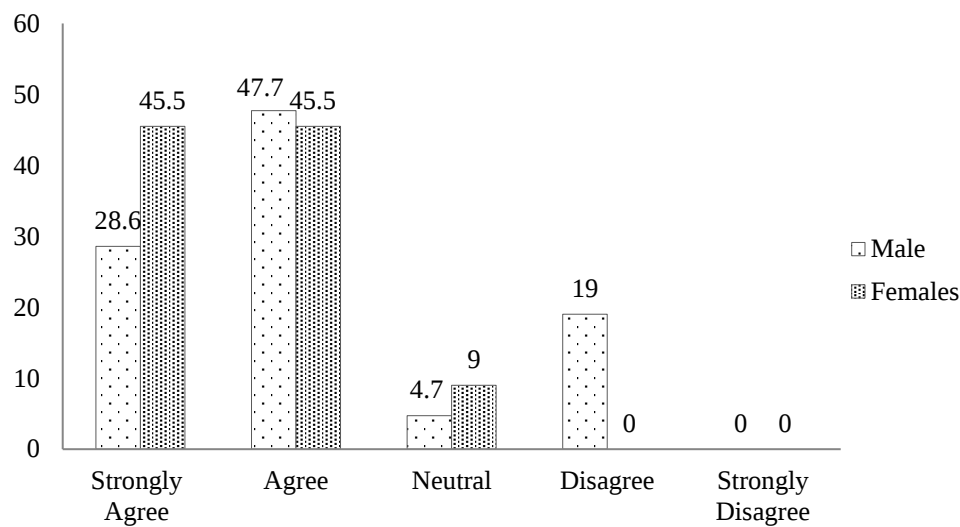


Figure 14. Women are effective at management. (Percentage Sub-Divided Bar Diagram).

Table 15. Women are better managers than men. (Absolute).

Gender	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Male	0	5	12	3	1	21
Female	5	2	3	1	0	11

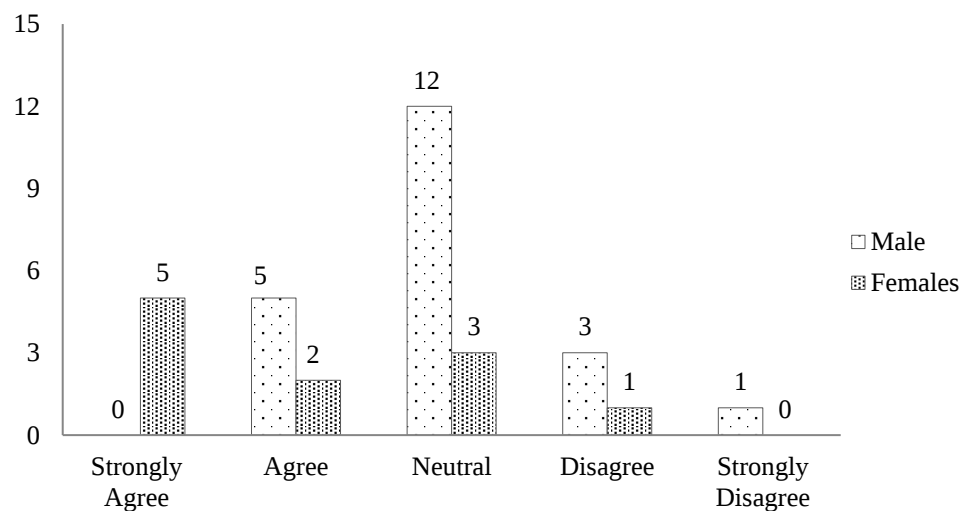


Figure 15. Women are better managers than men. (Absolute Sub-Divided Bar Diagram).

Table 16. Women are better managers than men. (Percentage).

Gender	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Male	0	23.8	57.1	14.3	4	100
Female	45.5	18.2	27.3	9	0	100

Table 17. Women make good bosses and always derive really superior performance/output From their workforce. (Absolute).

Gender	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Male	2	10	6	3	0	21
Female	3	4	3	1	0	11

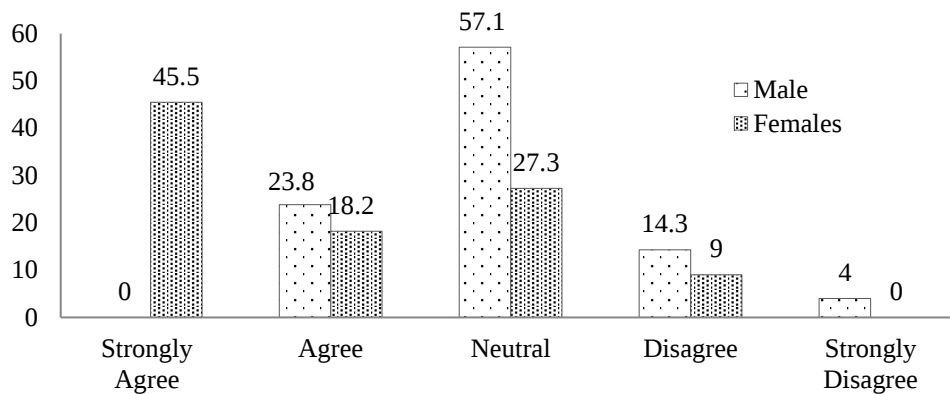


Figure 16. Women are better managers than men. (Percentage Sub-Divided Bar Diagram).

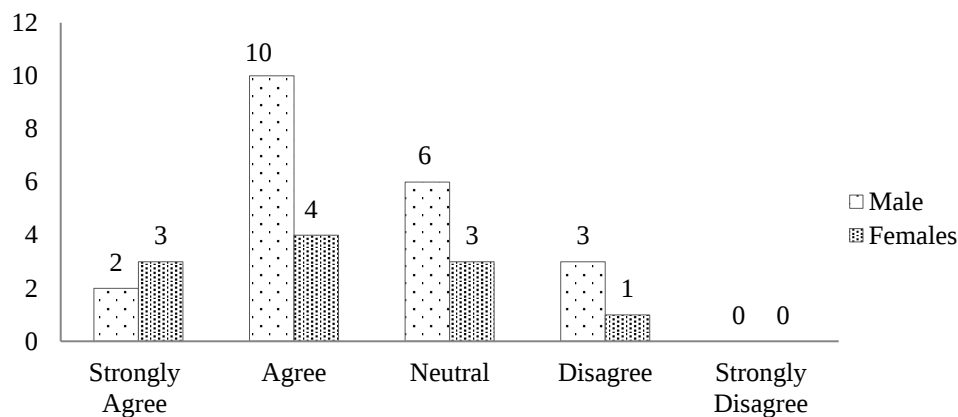


Figure 17. Women make good bosses and always derive really superior performance/output from their work force. (Absolute Sub-Divided Bar Diagram).

Table 18. Women make good bosses and always derive really superior performance/output from their work force. (Percentage).

Gender	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Male	9.5	47.6	28.6	14.3	0.	100
Female	27.3	36.4	27.3	9	0	100

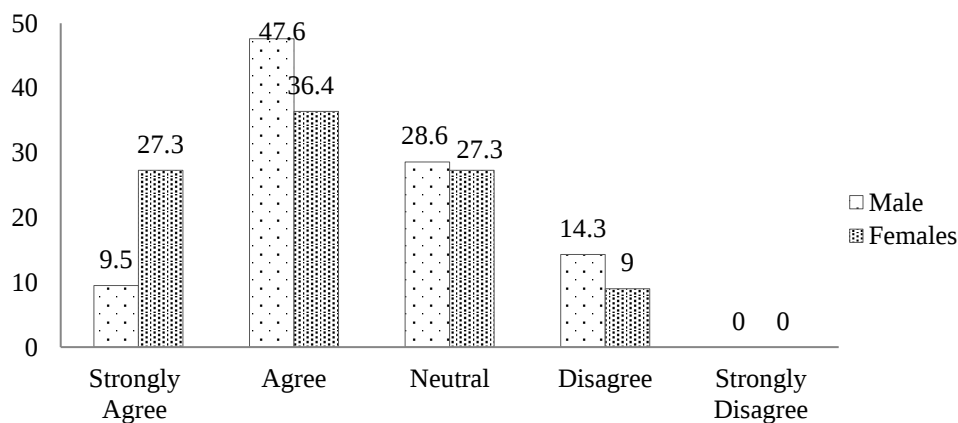


Figure 18. Women make good bosses and always derive really superior performance/output from their work force. (Percentage Sub-Divided Bar Diagram).

CHAPTER IV: FINDINGS, CONCLUSIONS AND SUGGESTIONS

Analysis and Interpretation of Data Analysis

Statement no 1: Women are better over all leaders than their male counterparts:

- i Only one respondent out of 21 (4.7%) male respondents strongly support the statement while 2 female out of 11 (18.2%) female respondents believe strongly that women are better boss than their male counterparts.
- ii Five males out of 21 males (23.8%) agree with the statement while six females out of 11 females (54.5%) agree with the statement.
- iii If we jointly examine the male and female who agree and strongly agree with the statement, we find that there are hardly 28.5% men endorses that woman are better than their counter parts' female. While 72.7% female feel that their performance as boss/leader is better than their male counterpart.
- iv 11 males out of 21 (52.5%) males are neutral on the statement while 27.3% females counterparts think so.
- v 19% men disagree with the statement that female bosses are better while none female support the statement.

Statement no 2: Women can always orient the work culture to bring in the tight fit between the people in a better way:

- i None of the male respondent strongly believes in favour of the statement while 36.4% female respondents strongly believe that women can orient the work culture in better way.
- ii 38% male agree with the statement while 45.5% female respondent also agree that they are better in orienting the work culture.
- iii If we combine the male respondents who strongly agree and agree, hardly 38% think so while 81.9% female respondents affirm the statement that they can orient better.
- iv 38% male respondents are neutral and 24% male respondents disagree with the given statements while hardly 18.1% women respondents remained neutral.

Statement no 3: Men feel threatened by female supervisors and act more assertively towards male bosses. While 27.3 percent of women respondents strongly agree, none of the men feel threatened by female managers:

- i 28.6% men agree that they are threatened by female supervisors while hardly 27.3% female respondents think so.
- ii If we add the figure of strongly agree and agree, we observe that hardly 28.6% males think so in favour of statement while 54.6% women counterpart thinks so.
- iii 23.8% male respondents out of 21 are neutral while 18.1% female respondents out of 11 are neutral on the statement.
- iv 38% male respondent disagrees with the statement while 9.5% male strongly disagree with the given statement while 27.3% female respondent think so.

Statement no 4: Both men and women can perform same tasks but if they successfully complete their tasks, women are considered as less effective than men.

- i None of the male strongly believe that women supervisors are rated less effective while 42.8% male agree with the statement that female bosses are less effective supervisors while 18.2% female respondent are strongly in favour and 27.3% (collectively 45.5%) agree that they are less effective supervisors in relation to their male counterpart.
- ii 9.5% male respondents are neutral while 36.3% female respondents think so.
- iii 38.2% male respondent disagree and 9.5% strongly disagree with the statement that female are less effective while hardly 9.1% female respondent disagree and 9.1% strongly disagree with the given statement.

Statement no 5: Men and women are equally effective.

- i 42.8 % male respondents strongly believe that male and female bosses/supervisors are equally effective while 47.6 male respondents agree with the statement. 63.6% female respondents strongly believe that they are equally effective in relation to their male counterpart while 18.2% agree with the above statement.
- ii If we combine the percentage of strongly agree and agree, we observe that 90.4% male respondents believe that male and female are equally effective. 81.8% female respondents also believe that they are equally effective with their male counterparts.
- iii 9.6% male and 9.1% female respondents are neutral in believing that both male and female are equally effective.

Statement no 6: Male workers are indignant of facing criticism from women bosses/leaders.

- i 4.7% male respondents strongly agree and 23.8% agree that they are more resent ful of criticism with the women bosses while 18.2% female bosses strongly agree and 36.4
- ii % agree that male workers are more resentful with them.
- iii If we analyse the percentage of strongly agree and agree, we observe that 28.5% male agree with the statement while 54.6% female asserts that male workers are more critical with their performance.
- iv 23.8% males are neutral and 47.7 % males disagree with the statement that they are critical off female bosses while 36.4% women are neutral and are hardly 9% female bosses disagree with the given statement.

Statement no 7: Women are effective at management.

- i 28.6% male respondents strongly agree and 47.7% just agree with the statement that women bosses are effective at management while 45.5% female respondent think strongly and 45.5% agree with the statement that they are effective a managerial process.
- ii Thus, 76.3% male respondents agree/strongly agree with the statement while 91% female respondents think that they are more effective at managerial decisions.

Statement no 8. Women are better managers than men.

- i The data depicts hat 0% male are in favour of the statement while hardly23.8%agree with the statement that women are better managers while 45.5% women respondents strongly agree and 18.2% agree that thy are better managers than their counterpart males.
- ii 57.1% male respondents are neutral on the statement and 27.3% female respondents are also neutral on the statement.

Statement no 9: Women make good bosses and always derive really superior performance/output from their work force.

- i The analysis of statement reveals that 9.5% male respondents strongly believe and 47.6% agree that women make good bosses in deriving better performance from their
- ii Work force. While 27.3% female strongly agree and 36.4% agree with the statement that they are better performer with their workforce.
- iii If we collectively analyse the respondents who strongly agree and agree, we observe 57.1% male respondents agree with the statement while 63.7% female respondents believe that they are superior while getting output with their workforce.
- iv 28.6% males are neutral and 14.3% disagree with the statement that women are better performer while 27.3% female are neutral and 9% female disagree with the statement.

CONCLUSION AND FINDINGS

By analyzing and interpreting, the respondents opinion on the nine statements, it is observed and concluded the following:

- i 72.7%women respondents believe that they are overall better than their male counterpart while hardly 28.5% male respondents think so.

- ii 81.9% female respondents believe that they are better in orienting the work culture while only 38% male counter part think so.
- iii 54.6% women believe that males are threatened with the female supervisors while hardly 28.6% male think so.
- iv 42.8% males and 45.5% female respondents believe that men and women can do same thing better but women are rate less effective by their counterpart.
- v 90.4% men and 81.8% women respondent believe that both male and female are equally effective.
- vi 54.6% female and 28.5% male respondents believe that male workers are more resentful with the women bosses.
- vii 91% female and 76.3% male respondent believe that women are effective at management.
- viii 45.5% women and 23.8% male respondents agree that women are better managers than men.
- ix 63.7% female and 57.1% male respondents believe that women are good bosses and give superior performances.

On the basis of survey result, it can be concluded that women leaders/bosses are better than their counterpart males but their claim is not acknowledged fully by male respondents in relation to their female counterpart.

Limitation

The author conducted primary survey on 50 males and 50 female respondents but with in the stipulated period only 21 male respondents and 11 female respondents responded to the questionnaire.

It seems that size of respondents is less othe results of the survey may not be as much effective as if the whole respondents would have replied.

The above survey is taken as generalized and not related to specific sectors so results are generalised and not specific sector oriented.

Suggestions

- i It would be better if topic be selected is based on specific sector so that concreteand precise result may be derived.
- ii Size of sample should also be large, so, that more effective conclusions can be drawn.
- iii The author feels that women bosses/leaders be given equal opportunity to lead the company so that they may give fruitful results in respect of output and decision making.

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