

CONTENTS

	Page No.
INTRODUCTION AND LITERATURE REVIEW	1-31
1.1 Leadership	2
1.1.1 Antecedents to Leadership Effectiveness	6
1.2 Gender Stereotypes	9
1.2.1 Gender in the Leadership role	10
1.3 Influence Tactics	14
1.3.1 Historical Antecedents	15
1.4 Organizational Health	21
1.4.1 A Review of Studies on Organizational Health	22
1.5 Research Gap and Rationale of the Study	23
1.6 Conceptual Framework of the Study	25
1.7 Objectives	29
1.8 Hypothesis	29
METHODOLOGY	32-52
2.1 Sample	32
2.2 Measures	39
2.3 Procedure	48
RESULTS	53-145
3.1 Mean difference of male and female leaders on perception of organizational variables	53-55
3.2 Effect of gender of the employee on perception of organizational variables.	55-58
3.3 Effect of organizational sectors on the perception of organizational variables	59-67
3.4 Interaction effect of gender of the employee and organizational sectors on perception of organizational variables	67-71
3.5 Effect of age of the leader on perception of organizational variables	71-74

3.6.	Effect of work experience of the leader on perception of organizational variables	74-78
3.7	Interaction effect of age and work experience of the leaders on perception of organizational variables	78-86
3.8	Effect of gender of the leader and gender of the employee on perceived use of downward influence tactics	87-88
3.9	Two-way ANOVA for gender of the leader and organizational sectors on perception of organizational variables	88-91
3.10	Mean difference between high and low effective leaders across perceived use of downward influence tactics	91-93
3.11	Correlation	93-105
3.12	Regression Analysis	105-131
3.13	Attributes of Effective Male and Female Leaders as perceived by male and female employee respondents across different sectors.	132-146

DISCUSSIONS **147-190**

4.1	Differences among leaders on perception of organizational variables.	147-150
4.2	Effect of gender of the employee on perception of organizational variables.	150-152
4.3	Effect of organizational sectors on perception of organizational variables.	152-158
4.4	Interaction effect of gender of the employee and organizational sectors on perception of organizational variables.	159-160
4.5	Interaction effect of gender of the leader and organizational sectors on perception of organizational variables.	161-162
4.6	Effect of age of the leader on perception of organizational variables	162-166
4.7	Effect of years of work experience of the leader on perception of organizational variables	166-167
4.8	Interaction effect of age and work experience of the leader on perception of organizational variables	167-169

4.9	Interaction effect of gender of the leader and employee on perceived use of downward influence tactics	169-170
4.10	Differences in the perceived use of downward influence tactics between high and low effective leaders.	170-171
4.11.1	Correlation between perceived organizational health and leadership effectiveness	171-172
4.11.2	Correlation between perceived downward influence tactics and organizational health	172-173
4.11.3	Correlation between perceived leadership effectiveness and downward influence tactics	174-175
4.12.1	Leadership effectiveness as predictors of perceived organizational health dimensions	175-177
4.12.2	Downward influence tactics as predictors of perceived leadership effectiveness.	177-178
4.12.3	Downward influence tactics as predictors of perceived organizational health.	178-179
4.13	Attributes of Effective Leaders	180-184
4.14	Major Findings	186
4.15	Conclusion	187
4.16	Implication	188
4.17	Limitations	189
4.18	Direction for future research	189

REFERENCES 191

APPENDICES

Appendix	1. Study Questionnaire in English	1-9
	2. Study Questionnaire in Gujarati	10-18