The Future of Leadership: Leveraging Gender and Communal Qualities for Employee Wellbeing

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This research examines the influence of communal characteristics on employee wellbeing, filling an essential void in leadership studies. The study utilized the Hayes model and regression methods to evaluate the connections between leadership characteristics and employee results, considering variations related to gender. The results indicate a impact of communal qualities on employee wellbeing. The research highlights gender as a moderating element that affect these relationships, demonstrating the intricacy of leadership dynamics in different contexts. This study adds to the area of organizational behavior by emphasizing the significance of incorporating communal characteristics into leadership training initiatives, which ultimately improve workplace settings.

Keywords: Communal Characteristics, Employee Wellbeing, Hayes Model, Leadership Dynamics, Gender Differences

1. Introduction

In 1966 David Bakan ,through his book titled 'The duality of human existence' ,introduced the terms "Agency" and "Communion", which he described as fundamental modes in which humans exist. As per his definition agency as isolated and self-focused with a drive to succeed whereas communion as a sense of togetherness, a focus on others and the desire to cooperate and collaborate (Abele & Wojciszke, 2014).
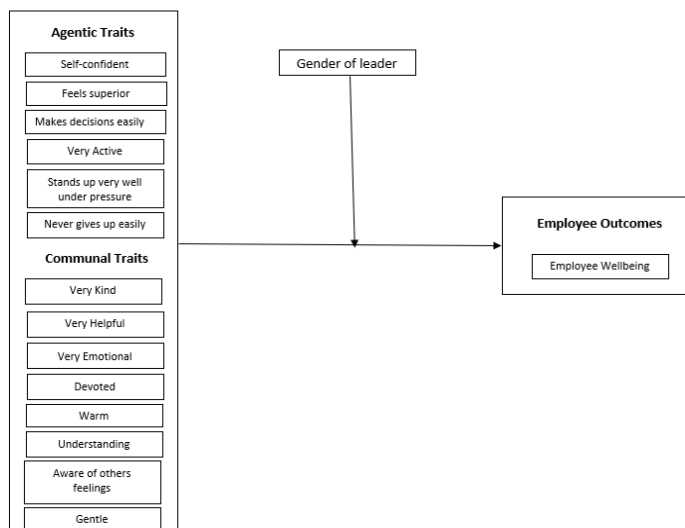
Eagly and Karau's (2002) influential work on role congruity theory (RGT) suggests that communal leadership traits, often associated with women, are seen as mismatched with those required for effective leadership. The theory posits that agentic qualities are typically viewed as more desirable for leaders. They examined whether female leaders with either agentic or communal styles can succeed in senior positions, thereby adding to our understanding of female leadership.

Our study focuses on investigating the relationship between leaders' agentic and communal traits, and the resultant impact on employee well-being. Agency can also be defined as personality characteristics in which an individual focuses on the self (Gonzalez et al.,2012), and this is done through self-confidence, self-assertiveness, and self-direction and is linked with individualistic thinking(Woike,1994).And thus people with these characteristics achieve life fulfilment through their accomplishment and a sense of independence (Guisinger and Blatt 1994; Helgeson 1994; Spence, and Helmreich 1978).Agency is also referred to as "masculinity"," instrumentality" or "competence".

The features that belong to this trait reveal to us characteristics that are emotionally attuned, interested in caring and showing concern for others and finally, eager to take measures that will help in developing and maintaining close relationships and cohesion of the group (Bakan, 1966; Abele & Wojciszke, 2007, 2014; Gonzalez et al., The fact that communication entails feelings openly demonstrated through emotionally expressive, verbal and non-verbal cues, is one part of the privilege of interpersonal communication (Bakan, 1966). In people that have characterized by a high communal virtue they will show empathy and understanding which allows them to feel and validate other people's subjective feeling and viewpoint (Asch, 1946).

Gender also influence the relationship between leader qualities, leadership styles, and employee outcomes. Gender stereotypes can influence how leaders are perceived and assessed, potentially affecting the efficacy of their leadership approaches. For example, female leaders may have more hurdles in adopting agentic behaviors, whereas male leaders are expected to demonstrate more agentic features. So, we aim to study the effect of agentic and communal traits on employee wellbeing and how the gender of the leader influences the same. For this we have used T-Test ,regression and hayes model to find whether there is any relationship between agentic and communal traits on employee wellbeing.

2. Methodology

Agentic Traits

- Self-confident
- Feels superior
- Makes decisions easily
- Very Active
- Stands up very well under pressure
- Never gives up easily

Communal Traits

- Very Kind
- Very Helpful
- Very Emotional
- Devoted
- Warm
- Understanding
- Aware of others feelings
- Gentle

Gender of leader

Employee Outcomes

- Employee Wellbeing

Problem Statement

The gap in the current literature highlights the need to examine how leaders, who exemplify either communal or agentic leadership styles, affect employee well-being of their employees. This is important because it is an opportunity to increase employee wellbeing which is still at a low level and enhance women's representation in different leadership positions.

Existing research has not adequately addressed whether there exists a link between leadership styles of leaders and consequent effects on employee welfare. In this regard, we would like to fill this gap by providing a detailed analysis of how these variables are interrelated. Most notably, it will establish whether managers engaging in agentic or communal leadership style cause more effectual worker satisfaction and commitment.

To address this objective, the study will explore how leadership styles (agentic v/s communal) among managers relate to employee well-being for establishing positive work environment that aid in employee wellbeing.

In this study, gender of the respondents and organizational culture will be considered. By doing so, this research contributes significantly towards understanding the intricacies between employee outcomes thus offering insights regarding how leaders can enhance their impact on wellbeing within their respective organizations.

Data Collection

A systematic, self-administered questionnaire with two sections was used to collect data in order to obtain detailed information. Part 1 concentrated on demographic data, such as age, gender, marital status, and educational background and Part 2 used established scales to evaluate important variables relevant to the characteristics and attributes of leaders. We were able to evaluate the Basic Psychological Needs Assessment at Work (BPNSW) for Wellbeing, Agentic Traits, and Communal Traits. This framework guarantees thorough and trustworthy data collection for further analysis.

Sample size

The respondents were purposively selected in form of 600 employees from different sections of the organization. The purpose of such focus groups is to obtain relevant and worthwhile information from people who are accustomed to functioning within the boundaries of the. The variety in the sample permits a comprehensive appreciation of employee perceptions of the employees well-being in the organisation in light of dominant agentic and communal aspects of the leaders/managers, thus benefiting both HR and other organizational management.

3. Data Specification

Descriptives of Respondents

Demographic Variable	Category	Count	Percentage
Age	20-30 years	471	78.76%
	31-40 years	119	19.90%
	41-50 years	8	1.34%
	Above 50 years	0	0.00%
Marital Status	Single	258	43.14%
	Married	340	56.86%
Educational Qualification	School	34	5.69%
	Graduate	338	56.52%
	Post Graduate	212	35.45%

	Others	14	2.34%
Work Experience	Less than 3 years	372	62.21%
	3.1 - 6 years	174	29.10%
	6.1 - 9 years	33	5.52%
	Above 9 years	19	3.18%
Designation	Lower level	193	32.27%
	Middle Level	375	62.71%
	Upper Level	30	5.02%
Personal Income	Below 20,000	166	27.76%
	20,001 - 40,000	355	59.36%
	40,001 - 60,000	50	8.36%
	Above 60,000	27	4.52%
Family Income	Less than 0.5	130	21.74%
	0.5 - 1.0	168	28.09%
	1.01 - 1.50	90	15.05%
	1.51 - 2.0	37	6.19%
	Above 2.0	173	28.93%
Dependents	None	13	2.17%
	One	161	26.92%
	Two	311	52.01%
	Three	82	13.71%
	Four and above	31	5.18%
Hours Working	Less than 8 hours	146	24.41%
	9 hours	217	36.29%
	10 hours	161	26.92%
	Above 10 hours	74	12.37%

- **Age:** The majority of respondents (78.76%) fall in the 20-30 years age range, suggesting a predominantly young demographic.
- **Marital Status:** More than half of the respondents are married (56.86%), indicating a significant proportion may have family responsibilities.
- **Educational Qualification:** Most respondents are graduates (56.52%), indicating a well-educated group.
- **Work Experience:** A majority (62.21%) have less than 3 years of work experience, suggesting many are in the early stages of their careers.
- **Designation:** The majority of respondents (62.71%) are at the middle level, which might imply an experienced yet not senior-dominated workforce.
- **Personal Income:** Over half (59.36%) earn between 20,001 and 40,000, indicating a mid-range income level for the group.
- **Family Income:** Income levels are fairly distributed, with the largest group (28.93%) earning above 2.0, reflecting varied family financial backgrounds.
- **Dependents:** Most respondents (52.01%) have two dependents, suggesting family support responsibilities.
- **Hours Working:** A significant portion of respondents (36.29%) report working 9 hours, which could affect their work-life balance.

4. Results and Discussion

1. **Regression output for the Dependent Variable(Employee Wellbeing)**

Model Summary			
Model	R	R Square	Adjusted R Square	Std. Error of the estimate
1	0.629[a]	0.396	0.394	0.37917

a. Predictors: (Constant), Communal, Agentic

| Coefficients[a]						
		Unstandardized Coefficients		Standard Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.030	0.082		24.619	<0.001
	Agentic	0.040	0.025	0.59	1.613	0.107
	Communal	0.384	0.023	0.610	16.711	<0.001

Significance

Both agentic and communal traits are statistically significant predictors of employee wellbeing, as indicated by their p-values being less than 0.05. This suggests that both traits have a significant impact on employee wellbeing.

Overall Interpretation
Based on the regression analysis, both agentic and communal traits are positively associated with employee wellbeing. However, the communal trait appears to have a stronger influence on wellbeing compared to the agentic trait. This suggests that fostering a work environment that promotes kindness, helpfulness, and understanding among employees could have a significant positive impact on their overall wellbeing.

2. a) Hayes Model Output (Agentic Traits, Gender and Employee Wellbeing)
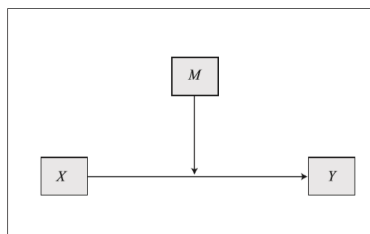
Run MATRIX procedure:
PROCESS Procedure for SPSS Version 4.1

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2022). www.guilford.com/p/hayes3

Model : 1
  Y : empwellb
  X : agentic
  W : Gender

Sample
Size: 500

Outcome Variable
empwellb

Model Summary

R	R-sq	MSE	F	df1	df2	p
.3274	.1072	.2130	19.8553	3.0000	496.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	3.4196	.2396	14.2713	.0000	2.9488	3.8903
agentic	-.1330	.1014	-1.3118	.1902	-.3323	.0662
Gender	-.2233	.1411	-1.5824	.1142	-.5006	.0540
Int_1	.1788	.0595	3.0065	.0028	.0620	.2957

Product terms key
 Int_1 : agentic x   Gender

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.0163	9.0391	1.0000	496.0000	.0028

Focal predict: agentic (X)
Mod var: Gender (W)

Conditional effects of the focal predictor at values of the moderator(s):

Gender	Effect	se	t	p	LLCI	ULCI
1.0000	.0458	.0474	.9659	.3346	-.0474	.1390
2.0000	.2246	.0359	6.2561	.0000	.1541	.2952

Analysis Notes nd Errors

Level of confidence for all confidence intervals in output:
   95.0000

------ END MATRIX -----

Significance
Moderation analysis was conducted using Hayes' PROCESS Model 1 to examine whether gender moderates the relationship between agentic traits and employee well-being. The overall model was statistically significant, $F(3, 496) = 19.86$, $p < 0.001$, explaining 10.72% of the variance in employee well-being.

Interpretation
- For **Gender 1** (male), agentic traits do not significantly affect well-being.
- For **Gender 2** (female), agentic traits have a positive and significant effect on employee well-being. This implies that individuals in this gender group benefit more in terms of well-being from agentic traits than the other group.

2. b) Hayes Model output (communal Traits, gender and employee wellbeing)

Run MATRIX Procedure

Process Procedure for SPSS Version 4.1
Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2022). www.guilford.com/p/hayes3

Model: 1
Y : empwellb
X : communal
W : Gender
Sample
Size: 500

Outcome Variable
 empwellb
Model Summary

R	R-sq	MSE	F	df1	df2	p
.6336	.4015	.1428	110.9087	3.0000	496.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.2713	.2581	8.8008	.0000	1.7643	2.7784
communal	.2973	.0778	3.8208	.0001	.1444	.4502
Gender	-.0967	.1552	-.6232	.5334	-.4017	.2082
Int_1	.0543	.0459	1.1842	.2369	-.0358	.1444

Product terms key
 Int_1: communal x   Gender

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.0017	1.4023	1.0000	496.0000	.2369

ANALYSIS NOTES AND ERRORS
Level of confidence for all confidence intervals in output:
 95.0000
------ END MATRIX -----

Significance
A moderation analysis was conducted using Hayes' PROCESS Model 1 to investigate whether **gender** moderates the relationship between **communal traits** and **employee well-being**. The overall model was statistically significant, $F(3,496)=110.91, p<0.001 F(3, 496) = 110.91, p < 0.001 F(3,496)=110.91, p<0.001$, explaining **40.15%** of the variance in employee well-being.

Interpretation
Communal traits positively predict employee well-being, with a statistically significant effect. However, the interaction term was not significant, indicating that **gender does not moderate** this relationship. Thus, the influence of communal traits on well-being is consistent across genders.

T Test output.

Variables	F	Sig.	t
Agentic Traits 1	0.339	0.561	0.446
			0.443
Agentic Traits 2	1.291	0.256	-0.155
			-0.153
Agentic Traits 3	2.056	0.152	-0.32
			-0.324
Agentic Traits 4	3.55	0.06	-1.612
			-1.627
Agentic Traits 5	0.358	0.55	-1.204
			-1.206
Agentic Traits 6	0.936	0.334	0.482
			0.485
Agentic Traits 7	0.955	0.329	1.105
			1.11
Communal Traits 1	2.799	0.095	-1.169
			-1.179
Communal Traits 2	5.463	0.02	-4.279
			-4.374
Communal Traits 3	0.693	0.405	-1.001
			-1.009
Communal Traits 4	2.441	0.119	-4.382
			-4.374
Communal Traits 5	0.314	0.576	-3.434
			-3.427
Communal Traits 6	0.065	0.799	-1.741
			-1.729
Communal Traits 7	0.103	0.749	-3.233
			- 3.219
Communal Traits 8	2.704	0.101	-3.613
			-3.632

Interpretation
The T-test results indicate that **only Communal Trait 2** (p = 0.02) shows a statistically significant difference between groups, with a high negative t-value (-4.279), suggesting a notable group-based variation. Other communal traits, such as **Communal Traits 5, 7, and 8**, also approach significance, but none of the agentic traits show significant differences (all p-values > 0.05). This suggests that communal traits exhibit more variance between groups (potentially by gender) than agentic traits.

5. Conclusion

Researching the link between agentic and communal traits and employee- wellbeing is reasonably important for deepening the knowledge of workplace relationships and complexities. The regression results reveal that employees' wellbeing is positively associated with the development of communal traits better than their agentic counterparts, which implies that integrating effective social practices at work can greatly improve overall satisfaction and mental health outcomes among employees.

In addition, the results of moderation analysis performed with Hayes' PROCESS Model reveal that agentic traits have almost no effect on males, whereas for females, it is significantly positive. Such a result affirms the necessity of focusing on gender impact when estimating relations between personality and well-being issues. By contrast, the importance of communal traits in the workplace appears to be the same for males and females because they do not get enhanced or moderated by agentic traits, therefore, it can be said that they are important determinants of workplace well-being in the contemporary world.

As for the results of the T-test, they give more support to these conclusions and demonstrate that, indeed, greater differences exist between groups, which are associated with communal traits, rather than agentic ones. Of these, it can be said that Communal Trait 2 was more relevant than the others. All this indicates that certain communal actions can play an important role in improving well-being in organizational settings.

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