Linking the Role of Imposter Syndrome Influencing Women's Leadership Styles Using PLS- SEM Model

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ABSTRACT
This paper aims to establish the impact of imposter syndrome on leadership style of women and highlighting the need for not just gender-neutral organizations and conducive work environment but also address the onset of imposter syndrome early on where women have a tendency of feeling of self-doubt and generally tend to not accept appreciation from any external entity. The purpose of this paper is to address the impact of imposter syndrome on autocratic, democratic and laissez -faire leadership style of women leaders. We empirically tested a heterogenous population sample of 210 working women respondents from varied industries and the hypothesis was tested using Partial least squares path modelling software in R studio. We examined the impact of imposter syndrome on leadership style and then checked different moderation of demographic variables namely employment type, marital status, work type, mode of work and Organization type. The study offers scope for future researchers to study the implications of imposter syndrome on other variables like social conditioning, work environment and employee performance, race, stereotypes at work. The research paper suggests that the dominant view is that there is impact of imposter syndrome on leadership style of women. Results suggest that there is a dire need to address an important issue which involves women leaders who have an inherent tendency to put on more burden on them reducing their own margin for making errors, making them more vulnerable to the syndrome. The research tries to examine the imposter syndrome and discusses the effect of how imposter syndrome can have negative ramifications on women's self-worth and consequently even effect their leadership styles which also includes women from high achieving segment. This paper reviews a considerable amount of existing literature on reasons imposter syndrome in women however reviewing of existing studies unravels a couple of gaps establishing relationship between imposter syndrome and leadership style.

 keywords: Imposter syndrome, Women's leadership style, PLS-SEM,

INTRODUCTION
A social role Theory explains that women are expected to be warm, nurturing and domestic where as male members are expected to be self – interested, assertive and independent (Eagly,1983). This intrigued the authors of the study to probe deeper and investigate the impact of imposter syndrome on leadership styles of women leaders. Clance and Imes first described imposter syndrome in their landmark article in 1978. Born out of a study of 150 doctoral-level educated women, they defined imposter syndrome as "an internal experience of intellectual phoniness.". People who suffer from imposter syndrome cannot internalize success. They feel they managed to fool everyone else and made them believe that they are intelligent. Despite some inconsistencies with research findings imposter syndrome was found to be stronger in females than men. Women in high achieving segments experiencing imposter syndrome may feel a constant sense of incompetence although there is enough evidence to prove their competency. Women experiencing syndromes feel like frauds at work and they experience emotional distress as they can't accept even a genuine compliment by any external entity. They experience difficulty in internalizing their success and status. They feel that they are not worthy of belonging to their work environments or academic background although they have pre requisite skills, educational qualifications, accomplishments and achievements. Mc Millan (2016) highlights in his research that imposter syndrome is a very common phenomenon in academia where academics are always questioning if they are worthy of their positions, they feel that they are inadequate, they are fake and their inadequacies will soon be found out by all This may subsequently have a negative impact on their mental well being.

Women leaders who aspire for perfection are at higher risk on experiencing imposter syndrome (Keneth .T .Wang et al 2019) and Ruchika Tulshyan and Jodi-Ann Burey (2021) infers that imposter syndrome can be can be explained as doubting one's ability and feeling like "a fraud at work". The research tries to examine the imposter syndrome and discusses the effect of how imposter syndrome can take ugly turns in one's life by providing examples. The researcher starts by going into the very starting of the concept to provide a better and deep understanding of the evolution and meaning of the term, followed by a deep examination of the reasons behind the rising cases of imposter syndrome especially among women form the high-achieving segment. Studies also highlight antecedents to imposter syndrome namely, sex, personality traits and social or family expectations and prove that imposter syndrome has negative impact on leaders behaviour such as managerial decision making , innovative work behaviour organizational citizenship behaviour .Imposter syndrome has some very evident primary characteristics like fear of failure , low self-efficacy and perceived fraudulence these have multifold implications on the leadership style of women leaders ".

The term "impostor phenomenon" is used to designate an internal experience of intellectual phoniness that appears to be particularly prevalent and intense among a select sample of high achieving women and this could be traced down to early family dynamics and societal sex- role stereotyping. It is vital to note that women who have exceptional academic records and professional accomplishments still indulge in self-doubt about their potential and have fooled others to think otherwise. The research tries to examine the imposter syndrome and discusses the effect of how imposter syndrome can have multifold ramifications on women's self-worth and consequently even effect their leadership styles. It intrigued us as researchers that infers that even after being successful in their respective field women do not feel a sense of success from inside considering themselves to be an imposter. Due to the feeling of self-doubt women generally tend not to accept any appreciation form external entity. It was also found that repeated success alone is also not enough to bring a person out of the effect of the syndrome and social conditioning and social proclamation also play an important role in giving rise to this syndrome in people. It was vital to thoroughly review literature as we are analyzing the imposter syndrome effect on women's leadership style . Women leaders when they experience imposter syndrome it serves as a barrier in achieving their full potential in their careers, achieve their career goals and experience professional satisfaction. There are many studies which prove that women from ethnic and racial minorities have a higher incidence of experiencing the imposter syndrome. Women working in male

dominated work environments have higher prevalence of experiencing micro aggression, lack of healthy boundaries and imposter syndrome. Women experience that they have not truly earned their professional success and always feel that others are more knowledgeable, they even have pervasive beliefs with respect to the accolades achieved by them and feel others are more deserving than them. So, when that are assigned ambitious projects, they feel they don't have the right set of skills, education and qualifications which are the prerequisite of the assigned projects. This will definitely have multifold ramifications on their leadership styles (Dawn Sears et 2021)

When women experience imposter syndrome, they battle a feeling of inadequacy although there are several evidences about their competence and success, this constant feeling of self doubt causes burnout in them which if left unattended could lead to severe anxiety and depression. They tend to have low self -worth professionally and it is a very vital issue which needs to be addressed strategically with utmost care and priority. When women feel that they don't truly belong to the Organization or are not achieving success measured by the parameters laid down by the organization a feeling of inadequacy can seep in. (Yvette Taylor and Maddie Breeze ,2019).Women experiencing imposter syndrome persistently experience impropriety, they find it difficult to accept their professional accolades and constantly point out flaws in their work and underrate themselves, so when women leaders work harder than their male counterparts, care about intricate details related to their work and necessarily practice more caution with work related processes. (Teressa Somma and Paola Cappabianca 2019). Past empirical research has suggested the antecedents to the imposter syndrome in women however there is little shared understanding about the impact of imposter syndrome on women's leadership styles. As Organizations across the globe are tasked with creating future generations of strong women leaders it becomes imperative to highlight the implications of imposterism in order to create a pipeline of strong and confident women leaders who have conviction in their own leadership styles.

There is exhaustive literature review on antecedents of imposter syndrome and imposter syndrome effecting women in fields of health care, students and entrepreneurs however in this study we focus on the impact of imposter syndrome on women's leadership styles.

Literature Review
Kateena Adaee -Konadu et al (2021) in their study 'Exploring the impact of Imposter Phenomenon on Training & Careers in OB/GYN Medical Education' was to explore the prevalence of Imposter Syndrome & the correlation of anxiety among a sample population of medical trainees. The study begins with assisting & familiarizing one with the concept of Imposter Syndrome & its paramount characteristics. The fear of Imposter Syndrome has been shown to cause psychological distress leading to difficulties in overcoming barriers, resulting in avoiding success out of fear of rejection. An anonymous

cross-sectional survey, demographic questionnaire & generalized anxiety disorder screening tools were distributed to 200 attendees at the American College of Obstetricians and Gynaecologists. Participants of the survey were highly diversified, the polarity between scores & trainee social strata, culture, race or region were negligible. The magnitude of Imposter Syndrome was significantly associated with the level of medical training, with more experienced physicians scoring better comparatively. Gender prevalence of Imposter Syndrome has been highly debated & data is often contradicting. Numerous studies have shown it to predominantly affect women, while others have discovered no differences, the study concurs with the latter. The research concludes by achieving its objective, proving a correlation between Imposter Syndrome & anxiety. The investigators stated several implications of Imposter Syndrome, students unaffected perform significantly better & are more willing to volunteer. The results persuade educators to consider tailoring curriculums to account for learners with Imposter Syndrome.

Hudson, S., & González-Gómez, H. V. (2021) in their research "Can impostors thrive at work? The impostor phenomenon's role in work and career outcomes" examined the effect that the impostor phenomenon (IP) had on short-term emotions (shame) and performance (creativity and organizational citizenship behaviour- OCB) at work, and on career outcomes. To investigate this, they conducted 4 studies (1-3 were used in testing the indirect effect of the impostor phenomenon on both creativity and OCB through shame, and the moderation effect of organizational structure, and study 4 to investigate the effects of IP on career outcomes.) The methodology used in conducting the studies was primary. Study (1) adopted an experimental design to explore the role of failure and social exposure in the IP–shame relationship for which they used a European sample consisting of 184 employees, study (2) investigated the IP–creativity relationship and the mediating role of shame using an online vignette with 155 employees from the UK, study (3) aimed to replicate and extend findings from Studies (1) and (2) by means of an online experiment, with a sample of 205 US employees. Study (4) then used a cross-sectional survey of 104 working US adults. Studies 1– 3 revealed that in both simulated and recalled work situations, impostors are likely to feel shame, particularly when they attribute failure to themselves, but not in cases where they can attribute failure to external causes and that the impostor phenomenon has an indirect negative effect on creativity and a positive impact on OCB through shame. Study 4 further demonstrated that IP is positively related to external employability but has no relationship with internal employability, IP was also linked to lower career success in terms of number of positive appraisals and promotions over one's career, with no significant relationship with salary. their findings support COR theory (Hobfoll, 1989), indicating that IP and its expression of shame deplete the personal resources necessary to perform effectively at work, and to achieve career success. Their research contributed to the previously unresearched topic of performance and OCB and showed IP has a detrimental effect on a previously overlooked variable, namely creativity, and also that shame plays an important role in this relationship while and their research also offered new insights into COR theory by including considerations of shame as a negative emotional resource. Sherron Sparks (2008), examines the psycho-social conditioning of women in relation to the development of women in leadership and management roles. The researcher is concerned with the agreement that women exceed men in higher education and hold more than half management and occupation posts yet fight more than males when they ascend the corporate ladder. The worrisome side of the substantial fall is tough for people who are engaged in women's leadership, especially when great increase has been anticipated and expected. It is very interesting to analyze the effect of evaluation of work or alternatively activities on people experiencing imposter syndrome.

Diana Paula Dudău (2014), investigates on a sampling of 129 students in Romania how perfectionism and impostor syndrome connect to each other. Results reveal that it is best anticipated that the imposter phenomenon is the dimension of perfectionism to be approved, organized and rumored. Impostors generally respond in two ways, when faced with activities which suggest an evaluation: either they over-compensate their anxieties with excessive preparedness and intense effort; or they engage in behaviors, including delays, followed by frenzied labor at the last minute. It is undeniable that even high achieving women leaders there are multifold assumptions which lay their premise based on stereotypes and racism and although these women demonstrate strength , ambition and resilience dealing with these preset assumptions and always puts the onus on women to deal with this and this may be more so for women of color as the intersection of race and gender places women in precarious positions at work . It is interesting to note that imposter syndrome grows in toxic work cultures which value overwork and it is vital to eliminate systematic biases to deal with it more strategically

Arleo, E (2021) in his paper on "Tackling impostor syndrome: A multidisciplinary approach" has analysed that how important is it to recognize imposter syndrome and whom does it affect. The purpose of this study was to understand how imposter syndrome has a major effect on the work life balance of the human being. In this article the author has discussed the thoughts of different psychologists and the ways to prevent it. This article has also talked about the experience of different doctors who have faced imposter syndrome. It investigates how imposter syndrome can lead to degradation, a feeling of inadequacy and self-doubt despite external evidence of success and competence, can lead to burnout, depression, and anxiety when untreated. Talking about the way to tackle it is 5R's: Recognize it, Rational Thinking, Reframe, Ready, Repeat if recurrent. It is essential to treat this because it can lead to many mental issues. It is important to note that here has been a lot of focus on persons who suffer from Imposter Syndrome's internal coping

and adjustment tactics, but there has been a lot less focus on the systemic external factors. The results can say that the key to change is a greater understanding of Imposter Syndrome, as well as ongoing intervention and innovation. This understanding will also assist those who feel like imposters in realising that the mentioned group dynamics are an externally imposed framework that has nothing to do with their own abilities, qualifications, or the worth of their ideas and notions. Thus, we can say the phenomenon of rejection vs support of ideas is frequently irrespective of the contribution's worth.

Yose Yaffe (2020)In his paper "Does self-esteem mediate the association between parenting styles and imposter feelings among female education students" investigates the links between maternal and paternal parenting styles and the imposter syndrome among adult female students, while probing the meditative role played by self-esteem in this context Impostor syndrome (also known as impostor phenomenon, impostorism, fraud syndrome or the impostor experience) is a psychological pattern in which an individual doubts their skills, talents, or accomplishments and has a persistent internalized fear of being exposed as a "fraud".[] Despite external evidence of their competence, those experiencing this phenomenon remain convinced that they are frauds and do not deserve all they have achieved. Individuals with impostors incorrectly attribute their success, luck or interpret it as a result of deceiving others into thinking they are more intelligent than they perceive themselves to be. The study aims to seek further evidence for the relationships between parenting styles and the imposter phenomenon among adult female students, while accounting for the function of their self-esteem in this regard While parenting may vary from gender to climate and cultures, the lack of appreciation, over protectiveness self-esteem have emerged as the major cause of such phenomenon. The study being conducted amongst students from different institutes in north Israel. The sample comprised 182 female students (Mage = 27.85, SD = 7.25) who completed the Parental Bonding Instrument (PBI), the Impostor Phenomenon Scale (CIPS), and the Rosenberg Self Esteem Scale (RSES). The results of the analyses of the regressions models using SEM revealed that parental care is associated with students' lower imposter feelings via self-esteem, and paternal overprotection is associated with students' higher imposter feelings via self esteem. The research is one of the first to mediate the two terms, results of the research revealed somewhat stronger effects of fathers than of mothers on the sample's females' students. Whereas the connection trends between the parenting dimensions and the students' variables were similar in general, more paternal paths approached significance. Thus, both parents' care was associated with the students' lower imposter feelings via higher self-esteem, but only paternal overprotection was significantly associated with the students' higher imposter feelings via lower self-esteem. Seemingly, the possible long-term detrimental consequences of parental overprotection in the context of daughters' self-esteem and imposter feelings may be worse from the fathers' side than from the mothers' side. The reverse explanation, in which female students who experience imposter feelings and low-self-esteem tend to perceive their parent's past parenting as overprotective, also applies only to fathers in the current sample but not to mothers. In conclusion, although using the child's point of view in assessing parent-child relationships is, in some respects, considered favorable using a retrospective perspective might affect the perception of the past parent-child relationship.

Kayli Evans(2021) in her paper 'Facade Trauma: Reimagining Imposter Syndrome in BIPOC Women Graduate Students'. Creates and applies a new concept, Façade Trauma to further investigate what some scholars have identified as Imposter Syndrome as it occurs among Black Indigenous and People of colour (BIPOC) women graduate students. Imposter syndrome, also known as imposter phenomenon, refers to an internal experience of believing that you are not as competent as others perceive you to be. While this definition is usually narrowly applied to intelligence and achievement, it has links to perfectionism and the social context. To put it simply, imposter syndrome is the experience of feeling like a phony—you feel as though at any moment you are going to be found out as a fraud—like you don't belong where you are, and you only got there through dumb luck. It can affect anyone no matter their social status, work background, skill level, or degree of expertise. Further states how the white people accept supremacy over BIPOC as normalcy. white supremacy also institutionalizes patriarchy and capitalism in education and allows white leadership to go normalized and unquestioned. Anything from an othered perspective under white supremacy is therefore termed, invalid. The research question presented in this thesis was: how do BIPOC women in graduate school negotiate hegemonic notions that they do not belong? Answering which, several BIPOC women in California state university, San Marcos shared their struggles with higher education. Methodology included semi structured interviews of BIPOC women in higher studies, sample recruitment from those qualified or leading committees/boards, procedures, ethics and safeguard and the data collected being through interviews over zoom. Findings of the research stated how family, race and racial cultures are also playing a major role in the cause of IP. Gender, Life experiences playing a defining role brings to notice how women are more likely to and do face more discrimination and are at a higher risk of the syndrome. The importance of a correct role model, supportive peers considering you as an equal, a fearless environment, relationship with peers and professors, mental health and coping is also highlighted. Findings of this paper included the difficulties BIPOC students face during a global pandemic, increased mental health issues, salience of identity and representation, validation and the nuance of peer support, to conclude this paper highlights how online education or higher education in general already can be difficult for students. Family pressure, fear of peers, sexism, casteism, racism, cultural differences and allowances, lack of representation and incorrect guidance can only make it worse. While it took us a global pandemic to realize the importance of 'mental health' let us not take another to realize the importance of something as basic as

'equality'.

Jamie Ladge, Kimberly A. Eddleston, Keimei Sugiyama (2019) in their paper titled "Am I an entrepreneur? How imposter fears hinder women entrepreneurs' business growth" published in 2019 draws attention to the fears and mental blocks that women entrepreneurs face and understand how they construct the identity of themselves and their ventures in highly competitive markets. This paper was formulated on the basis of extensive and in-depth research about the topic; it analyses the data collected to interpret the different concepts and formulate insights and ideas for the same. The author delineates imposter syndrome in women entrepreneurs. Imposter fear is a big factor affecting women entrepreneurs since 'real and

successful business owners' is a term that is widely perceived as masculine. This heavily ingrained thought process leads to women doubting themselves, their talent and capabilities. Furthermore, women's success in this field tends to be credited to the traditionally masculine personality traits that they might possess. The paper sheds light on how rigid gender stereotypes dissuade women from pursuing roles that are widely perceived as masculine. Gender disparity and its various consequences on women entrepreneurs is the main theme highlighted in the paper. The methodology used while writing this paper mainly consisted of extensive and in depth research about the topic and analyses the data collected to interpret the different concepts and formulate insights and ideas for the same.

Kevin L. Nadal, Rukiya King et al. 2021 In their paper titled 'The legacies of systemic and internalized oppression: Experiences of microaggressions, imposter phenomenon, and stereotype threat on historically marginalized groups.' focussed on internalized oppression, microaggressions and explains how internalized microaggressions operate and effect on historically marginalized groups, which includes disabled people, LGBTQ people, women, immigrants and religious minorities. They navigate through various types of microaggressions, or covert biased statements and behaviors that negatively impact their self-esteem, academic performance, mental health and physical health. The purpose of this paper is to explore the relationship between microaggressions and internalized oppression. It begins with a brief summary of the microaggressions, followed by an overview of internalized oppression. Then it tells us about the two forms of internalized oppression that is ST (Stereotype Threat) and IP (Imposter Phenomenon). It put into words that person who internalizes negative messages may become more vulnerable to the adverse effects of microaggressions. It studies in brief about the types of microaggressions: Micro-assaults, microinsults and microinvalidations. It enumerates about IP and explains its impact on historical marginalised group and prevalent in many settings and can affect many people. It discusses in brief about the stereotype threats and mentioned many secondary researches. It mentioned that people with high levels of internalized oppression may experience both ST and IP. Suggestive measures which have been prescribed is to engage in more qualitative research. They recommended, for future research papers, is to examine the relationships between IP, ST, and microaggressions through an intersectional lens.

LaDonna et al. (2018) emphasized that self-doubt has varying impacts on clinicians at every level of their practice. Frequent changes might lead to a revival of self-doubt that can influence the legitimacy of feedback. It is not just poor or failing learners who are fighting and who need help, but the medical culture has to offer a place for physicians to share in their problems. Results from these studies show that anxieties in participants, which participants seldom expressed with their colleagues, cannot be buffered even by favourable comments.

Maddie Breeze (2018) re-thinks 'imposter syndrome' in academic labor as a public feeling. A brief piece of autoethnographic fiction, about impostor's sentiments in a special setting of feminist academia and early career academic employment, is presented by researchers. Based on antecedents in women's emotional sociologies and research of queer effect, Imposter Syndrome is re-thought as a feeling for the public. Kim Lewis (2018) explores learning theories and models by analyzing societal standards and conditions, to discover methods to achieve systematic leadership change for women aged between thirteen and eighteen. This study also provides statistics on gender leadership, bringing leadership disparities into line with the same societal conventions that contribute to gender gaps. Finally, specific instruments are outlined to detect leadership characteristics and ways to nurture female teenagers' leadership talents. Holly M. Hutcchins et al. (2017), the study tries to analyses and link imposter syndrome with conservation of resources theory. The research finds that people going through imposter syndrome spend a huge number of resources by exceeding their limits to perform in order to hide, what they consider as probable short comings. These kinds of people also fail to replenish or regain their resources unlike others (people not suffering with imposter syndrome or suffering with very low type of syndrome) as they accept success to fill their depleted resources. The research finds that imposter syndrome is directly related to emotional exhaustion and negatively effects the job satisfaction of employees.

Meghan Christiana and Mclean (2017) infers that that imposter syndrome many times hinders the prospective career advancement in case of women's as it amplifies their response towards negative feedback. The research also mentions high levels of attrition, due to imposter syndrome, amongst women as a reason for lesser representation of women in leadership roles with the obvious gender discrimination. Due to high levels of imposterism in women makes them feel

that they are not as efficient as their male counterpart. Author also mentions about the high level of imposterism is like "self-deprecating biases" that results in negative physiological outcomes. Haney,T.et al.(2018) in their paper analyse that that imposter syndrome creates feeling of self doubt in individuals. Authors purpose of this article is to describe an educational designed to assist health care professionals addressing imposter syndrome. The objective of this article is to provide an overview of the imposter syndrome, its impact and discuss vulnerability that clinical nurse specialist has for the imposter syndrome also a 1-day educational interprofessional workshop developed to empower student. The Clance Imposter Phenomenon Scale (CIPS) scores well as anecdotal comments from the clinical nurse specialist students who participated in the program will be presented.

Abasilim U.D et al. (2019) in their study Leadership styles and employees' commitment: Empirical evidence from Nigeria . The current study seeks to determine the impact of leadership styles on employees' commitment. The purpose of this paper is to examine leadership styles (transformational, transactional and laissez-faire) and to identify the influence of demographic variables between leadership styles and employees' commitment in Lagos state civil service commission of Nigeria. This paper also described the antecedents and outcome of employees' commitment obtained from previous research. Furthermore, by this study leadership can be improved and will help to make human resource managers aware of the type of leadership that can be beneficial to achieve the employees' commitment in the organizations and is positively related to the growth of organizational goals and make leadership style more effective and efficient

Subani Chandra (2019) examines the existence of imposter syndrome in medical professionals. The research states that the syndrome is closely linked with psychological distress, majorly with anxiety and depression which causes burnout, that in itself a major issue. It defines studying imposter syndrome not only as something that affects an individual but also the "learning environment and pedagogical styles". The research analysis various types of the syndrome and also tries to find out possible ways to deal with it. Rebecca L. Badawy et al. (2018), infers that due to the habit of comparing oneself with others using the information available in the environment people generally find discrepancy in themselves and then to correct it they try adopting habits to cope with the discrepancy, making them imposters. The research also analyses the impact of positive and negative feedback on people suffering through imposter syndrome. The researcher also analyses the impact of accountability and role of gender with regards to this syndrome. Miloloža, I. et al (2016) contemplated the leadership style which affects the victory of the firms adapting balanced scorecard approach. Leadership styles control the culture of the company, the characteristics of a leader specifies his leadership styles. The research focuses on three types of leadership style: autocratic, democratic and laissez-faire leadership styles and how it affects the success of the organizations. Previous studies mainly specified the evaluation of financial factors. The sample study was conducted of Croatian companies, and also Leadership Style Questionnaire has been used. Pertaining towards the success of the company there is one of the best methods- a system of balanced scorecard approach, this is to achieve the goals in the business strategically. Customers, internal processes, finance, and the learning and growth of employees are four different and tactical outlooks of the company.

Objectives of the study
1) To analyze the impact of imposter syndrome on women's leadership style
To use the PLS- SEM model to analyze the moderating effect of imposter syndrome on women's leadership style.

Hypothetical Statements
Hypothesis 1
Null Hypothesis($H1_0$): There is no relationship between imposter syndrome and leadership style of women leaders

Hypothesis 2
Null Hypothesis($H2_0$): There is no moderating effect of demographics between the relationship of Imposter Syndrome and Leadership style of women leaders.

Research Methodology
The instrument for Demographics, Imposter from Clance(1985) Clance Imposter Scale and for Leadership style Milozola (2016) Impact of leadership style to the business Performance :Balanced Scorecard Approach, were adopted respectively. The statements of both the variables were measured on 5-point scale from Strongly Disagree to Strongly Agree. The data is collected on Google forms via social media. 250 respondents were participated out of which all were working women. 40 were discarded due to incomplete response. Therefore, 210 responses were taken into the consideration to test the hypothesis, According to Hair et al. 2011, in PLS-SEM, the minimum sample size should be more than 10x times the largest construct and according to table 2 imposter is the largest construct with 20 statements (items). Therefore, the sample size of 210 is statistically adequate.

Data Analysis
The open-source software R-studio is used to apply the PLS-SEM using PLS-PM package. PLS-SEM is recommended

over CB-SEM (Jöreskog, 1978). Table 1 depict the demographics information. Over 85% were working in the private organization whereas around 15% working in the public organization. 40% prefer work from home while 60% choose work from office. 72% were regular employees while 28% were working in the contractual basis. 61% were married rest 39% include unmarried & widow etc.

Organization Type	%	Mode of Work	%
Private	85	Work From Home	40
Public	15	Work From Office	60
Employment Type	%	Marital Status	%
Regular	72	Married	61
Contractual	28	Single	39

Table1: Demographics

Measurement Model

PLS-SEM is a two steps process, measurement and structural model. All the three variables are reflective in nature. Table 2 & 3 are providing the Measurement model. Measurement model provides the measurement of the indicators including internal consistency i.e., Cronbach alpha, convergent validity i.e., AVE & CR, discriminant validity i.e., HTMT. The structural model provides the path analysis or regression including path i.e., regression coefficient, Total effect, F^2, VAF, Goodness of fit and bootstrap confidence interval shown in table 4, 5&6. In this model, all the values are above the threshold value i.e., Cronbach alpha more than 0.7, AVE more than 0.5, CR more than 0.7 shown in table 2. (Hair et al., 2019) The discriminant validity holds true HTMT less than 0.9 shown in table 3. (Henseler et al., 2015) In table 4, mean and standard deviation is mentioned for the descriptive statistics, Outer loadings more than 0.7.

Construct Reliability & Validity

	Cronbach α	AVE	CR
im	0.949	0.509	0.954
ls	0.928	0.501	0.932

Table 2: Reliability

Discriminant validity:

im	1
ls	0.17

Table 3: HTMT criteria of Discriminant Validity

Structural Model

Structural model, in table 4 for multi-collinearity test VIF values are less than 5 which is perfectly under limits and there is no opposite sign found between the confidence interval, this concludes the significant relationship. (Hair et al., 2019) In table 5, the bootstrapping results found significant as zero isn't falling between the confidence interval. Goodness of fit represents the model fitness i.e., 18.38% these variables explaining the model. The VIF values calculated by eq. 3. (Hair et al., 2014a, b) The demographics check as the moderator. In table 7, In Mode of work it is found that there is no significant moderating effect on the relationship of Imposter and leadership style neither from Work from Home (WFH) nor from Work from Office (WFO). In Organization type, Private organization (PVT) found significant moderating effect on the relationship of Imposter and leadership style whereas in public organization (PUB) no moderation. In Employment Type, Contractual Employees (CON) found significant moderating effect on the relationship of Imposter and leadership style whereas Regular employees (REG) no moderation. In Marital Status, Unmarried i.e., Single (UM) found significant moderating effect on the relationship of Imposter and leadership style whereas Married (MD) no moderation found.

$VIF = 1/1 - R^2 \ldots 1$

Significance Value

Paths	Original	Mean Boot	St. Error	Perc .025	Perc .975
im -> ls	.258	0.297	0.0907	0.221	0.408
rsq >ls	0.0668	0.0963	0.0298	0.0521	0.169
total.efs im -> ls	0.258	0.297	0.0907	0.221	0.408

Table 5: Significant path, R-square, Total effects

elationships	Direct	Indirect	Total
im -> ls	0.258	0	0.258
GOODNESS-OF-FIT	[1]		0.1838

Table 6: Significant path, R-square, Total effects

Paths:	Original	Mean.Boot	Std.Error	perc.025	perc.975
im -> ls WFH	0.257	0.274	0.269	-0.484	0.551
im -> ls WFO	0.341	0.373	0.166	-0.358	0.518
im -> ls PVT	0.261	0.296	0.106	0.201	0.409
im -> ls PUB	0.62	0.265	0.656	-0.825	0.86
im -> ls CON	0.448	0.51	0.161	0.392	0.676
im -> ls REG	0.237	0.187	0.266	-0.433	0.443
im -> ls UM	0.334	0.404	0.0883	0.301	0.545
im -> ls MD	0.287	0.276	0.256	-0.447	0.491

Table 7: Moderating effect of demographic variables

Item	mean	Std. dev.	Loading	Vif	Perc .025	Perc .975

im1	3.48	1.41	0.71	2.01	0.62	0.77
im2	3.16	1.40	0.71	2.04	0.63	0.78
im3	2.82	1.36	0.75	2.30	0.68	0.80
im4	2.85	1.50	0.76	2.39	0.69	0.81
im5	2.95	1.46	0.62	1.62	0.51	0.71
im6	2.47	1.47	0.77	2.43	0.68	0.83
im7	3.10	1.42	0.71	2.03	0.64	0.78
im8	2.38	1.25	0.61	1.60	0.50	0.70
im9	1.77	1.18	0.66	1.75	0.56	0.74
im10	2.60	1.40	0.56	1.45	0.44	0.66
im11	2.22	1.28	0.63	1.67	0.52	0.72
im12	3.67	1.30	0.64	1.70	0.54	0.73
im13	2.50	1.37	0.79	2.69	0.71	0.85
im14	2.84	1.37	0.77	2.45	0.67	0.84
im15	2.67	1.41	0.77	2.46	0.68	0.83
im16	2.81	1.47	0.73	2.13	0.64	0.80
im17	3.08	1.42	0.74	2.20	0.65	0.81
im18	3.21	1.38	0.77	2.46	0.68	0.84
im19	3.57	1.58	0.75	2.28	0.67	0.81
im20	3.37	1.49	0.76	2.35	0.68	0.82
ls1	2.80	1.37	0.79	2.61	0.70	0.85
ls2	2.59	1.39	0.80	2.79	0.70	0.87
ls3	3.11	1.33	0.81	2.88	0.73	0.85
ls4	2.80	1.37	0.73	2.13	0.55	0.80
ls5	3.64	1.62	0.77	2.48	0.56	0.83
ls6	3.65	1.37	0.71	2.00	0.46	0.79
ls7	3.72	1.59	0.77	2.42	0.53	0.83
ls8	3.81	1.22	0.60	1.55	0.28	0.73
ls9	3.41	1.27	0.48	1.31	0.20	0.64
ls10	3.73	1.08	0.39	1.18	0.06	0.58
ls11	3.71	1.16	0.63	1.64	0.33	0.74

ls12	3.41	1.37	0.79	2.66	0.59	0.85
ls13	3.03	1.37	0.76	2.39	0.61	0.82
ls14	2.62	1.35	0.74	2.23	0.62	0.81

Table 8: Descriptive statistics, Outer Loadings, VIF and Bootstrap confidence interval.

There according to the results there is a significant relationship found between Imposter and leadership style. H01 is rejected (Null hypothesis is rejected).

There is moderating effect found of private organization, contractual employees and unmarried women between imposter and leadership style. H02 is rejected (Null hypothesis is rejected).

Implications of the study

Women leaders have to work harder against multiple odds against them which effect their career advancement. Very often they have to strike a balance between work and family responsibilities, gender stereotyped roles, Organizational policies which may not be conducive to their growth and biased approach towards women leadership over and above women readily tend to volunteer for uncompensated tasks more often than their male counterparts. All of this sets in a deep-rooted feeling of inadequacy. Having effective mentorship programs which provides a premise for young women leaders to connect with mentors who can be their role models. Individualizing the needs of women leaders by validating their concerns , actively involving them in decision making , asking them how the organization could help them succeed as leaders so that they can stay in the game and even level up , senior women mentors who may have gone through a similar array of feelings may be able to empathize better with them and opening up about their vulnerabilities will help them become more self-aware of their feelings thus genuinely validating their concerns surrounding their inadequacies and strategically dealing with them .(Ellen Zimmerman , 2019).

Women in the high achieving segment have an internal experience of intellectual phoniness. Multiple previous studies highlight the role of sex role stereotyping in development of imposter syndrome. These women feel that they have fooled others to believe that they are intelligent and constantly experience inadequacy despite a brilliant body of professional body of work and academic qualifications, they constantly negate external evidences which are proof of their professional excellence and go back to feeling that their unintelligent. It is important to note that the male counterparts like to own their success where as women tend to point out various external factors influencing their success like luck and some effort. When women leaders experiencing imposter syndrome are experiencing constant feelings of failure and discount their own abilities to succeed.

The study suggests that women leaders should invest time and energy in leader member exchange and mindfulness training for personal and professional development as an effective corroboration technique to deal with imposter syndrome. It is essential to point out that leaders will exhibit sustainable behaviours to combat imposter syndrome only with the right kind of training. There is a dire need to address an important issue which involves women leaders who have an inherent tendency to put on more burden on them reducing their own margin for making errors, constantly trying to reinvent themselves making them more vulnerable to the syndrome. We also suggest that promoting gender diversity and implementing talent management effectively at work places can also help tackling the issue and strategic leadership is pivotal in setting a cultural tone to the organization. It is also important to note that self-help techniques may end up being counterproductive as it adds additional burden on the one experiencing imposter syndrome. Many researchers have laid impetus on the need for women to have strong role models at work and support of peers and leaders at workplace especially when it comes to women of colour. Results reveal that it is best anticipated that the imposter phenomenon is the dimension of perfectionism to be approved, organized and rumored. Impostors generally respond in two ways, when faced with activities which suggest an evaluation: either they over-compensate their anxieties with excessive preparedness and intense effort; or they engage in behaviors, including delays, followed by frenzied labor at the last minute. Although psychologists have long recognized the antecedents of imposter syndrome in women there has been comparatively little research exploring the impact of it on the leadership style of women. We attempt to offer insights on creating conducive workspaces for women leaders by strategically dealing with the imposter syndrome.

If this is not dealt with effectively imposter syndrome can affect the mental health and well being of women leaders . It may be an incidentally protective mechanism that may be an outcome of self-regulations with respect to decision making. When women leaders are immersed in self-doubt and second guess their decisions all the time it is bound to have implications on employees working under the supervision of the woman leader. This can be evaluated and analysed in the future studies . Also, future studies could analyse the impact of imposterism effecting women leaders in different

career stages. (Anuradha R Bhama et al, 2021) .

Organizations can take some strategic efforts in combating the issue of imposterism that women leaders are facing by empathetically listening to women when they are expressing their vulnerabilities without judging them, to identify burnout early on which arises out of being over cautious with work related tasks as compared to their male counterparts, fostering a culture of gender equity at work, provide networking opportunities and encouraging peer to peer learning. (Ellen Zimmerman ,2019) Leadership plays a vital role in the success of business and leaders are looked upon as change agents. Hence, for the purpose of this study, our research put forth the need to identify the problems faced by women leaders who experience imposter syndrome and its impact on their leadership styles which may have impact on their opportunities of career advancement as well as their mental health .

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