


LEADERSHIP QUALITIES AMONG WOMEN LEADERS IN EDUCATIONAL INSTITUTIONS AT BANGALORE CITY

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 09 June 2023</p> <p>Accepted 07 September 2023</p>	<p>Purpose: First, it seeks to investigate the factors that influence women's leadership traits within academic institutions located in Bangalore. Second, it aims to gain a deeper understanding of the evolving role of women in leadership positions within modern society.</p>
<p>Keywords:</p> <p>Women; Leadership Qualities; Women Leaders; Higher Education.</p>	<p>Design/Methodology/Approach: To achieve its objectives, this study employs a qualitative research approach. Researchers conduct interviews and surveys within academic institutions in Bangalore. By gathering and analyzing this data, they intend to uncover key themes and patterns that shed light on the factors impacting women's leadership traits.</p>
	<p>Findings: The findings of this research reveal several noteworthy insights. It becomes evident that women's leadership traits are significantly influenced by societal perceptions and economic circumstances. Furthermore, the progression of women in their professional lives has played a crucial role in altering societal views. The study also acknowledges the importance of India's long-standing policy efforts to promote women's development. Additionally, it highlights the remarkable achievements of women in various fields, including academia and athletics.</p>
	<p>Research, Practical & Social implications: In terms of implications, this study carries significance on multiple fronts. From a research standpoint, it offers valuable insights into the factors that shape women's leadership roles within academic institutions. Practically, the findings can inform strategies and initiatives aimed at promoting and enhancing women's leadership within the educational sector. On a broader social level, the study underscores the evolving role of women in Indian society, emphasizing the importance of gender equality as a key societal value.</p>
	<p>Originality/Value: In terms of originality, this research distinguishes itself by focusing on the specific context of academic institutions in Bangalore. Its value lies in its contribution to a deeper understanding of women's leadership within a culturally diverse context, shedding light on the unique factors at play in this region.</p>
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QUALIDADES DE LIDERANÇA ENTRE MULHERES LÍDERES EM INSTITUIÇÕES DE EDUCAÇÃO NA CIDADE DE BANGALORE

RESUMO

Objetivo: Primeiro, procura investigar os fatores que influenciam os traços de liderança das mulheres nas instituições acadêmicas localizadas em Bangalore. Em segundo lugar, visa obter uma compreensão mais profunda da evolução do papel das mulheres em posições de liderança na sociedade moderna.

Desenho/Methodologia/Abordagem: Para atingir seus objetivos, este estudo utiliza uma abordagem de pesquisa qualitativa. Os pesquisadores realizam entrevistas e pesquisas em instituições acadêmicas de Bangalore. Ao recolher e analisar estes dados, pretendem descobrir temas e padrões chave que lançam luz sobre os fatores que afetam as características de liderança das mulheres.

Resultados: Os resultados desta pesquisa revelam vários insights dignos de nota. Torna-se evidente que os traços de liderança das mulheres são significativamente influenciados pelas percepções sociais e pelas circunstâncias econômicas. Além disso, a progressão das mulheres nas suas vidas profissionais desempenhou um papel crucial na alteração das visões sociais. O estudo também reconhece a importância dos esforços políticos de longa data da Índia para promover o desenvolvimento das mulheres. Além disso, destaca as conquistas notáveis das mulheres em vários campos, incluindo a academia e o atletismo.

Implicações de pesquisa, Práticas e Sociais: Em termos de implicações, este estudo é significativo em múltiplas frentes. Do ponto de vista da investigação, oferece informações valiosas sobre os fatores que moldam os papéis de liderança das mulheres nas instituições acadêmicas. Na prática, as conclusões podem informar estratégias e iniciativas destinadas a promover e reforçar a liderança das mulheres no sector educativo. A um nível social mais amplo, o estudo destaca a evolução do papel das mulheres na sociedade indiana, enfatizando a importância da igualdade de género como um valor social fundamental.

Originalidade/Valor: Em termos de originalidade, esta investigação distingue-se por focar no contexto específico das instituições acadêmicas em Bangalore. O seu valor reside na sua contribuição para uma compreensão mais profunda da liderança das mulheres num contexto culturalmente diversificado, lançando luz sobre os fatores únicos em jogo nesta região.

Palavras-chave: Mulheres, Qualidades de Liderança, Mulheres Líderes, Ensino Superior.

CUALIDADES DE LIDERAZGO ENTRE MUJERES LÍDERES EN INSTITUCIONES EDUCATIVAS DE LA CIUDAD DE BANGALORE

RESUMEN

Propósito: Primero, busca investigar los factores que influyen en los rasgos de liderazgo de las mujeres dentro de las instituciones académicas ubicadas en Bangalore. En segundo lugar, pretende obtener una comprensión más profunda del papel cambiante de las mujeres en puestos de liderazgo dentro de la sociedad moderna.

Diseño/Methodología/Enfoque: Para lograr sus objetivos, este estudio emplea un enfoque de investigación cualitativa. Los investigadores realizan entrevistas y encuestas en instituciones académicas de Bangalore. Al recopilar y analizar estos datos, pretenden descubrir temas y patrones clave que arrojen luz sobre los factores que afectan los rasgos de liderazgo de las mujeres.

Hallazgos: Los hallazgos de esta investigación revelan varias ideas notables. Resulta evidente que los rasgos de liderazgo de las mujeres están significativamente influenciados por las percepciones sociales y las circunstancias económicas. Además, el progreso de las mujeres en su vida profesional ha desempeñado un papel crucial en la modificación de las opiniones sociales. El estudio también reconoce la importancia de los esfuerzos políticos de larga data de la India para promover el desarrollo de las mujeres. Además, destaca los notables logros de las mujeres en diversos campos, incluidos el académico y el atletismo.

Implicaciones de investigación, prácticas y Sociales: en términos de implicaciones, este estudio tiene importancia en múltiples frentes. Desde el punto de vista de la investigación, ofrece información valiosa sobre los factores que dan forma a los roles de liderazgo de las mujeres dentro de las instituciones académicas. En la práctica, los hallazgos pueden informar estrategias e iniciativas destinadas a promover y mejorar el liderazgo de las mujeres dentro del sector educativo. A un nivel social más amplio, el estudio subraya la evolución del papel de las mujeres en la sociedad india, destacando la importancia de la igualdad de género como un valor social clave.

Originalidad/Valor: En términos de originalidad, esta investigación se distingue por centrarse en el contexto específico de las instituciones académicas en Bangalore. Su valor radica en su contribución a una comprensión más profunda del liderazgo de las mujeres dentro de un contexto culturalmente diverso, arrojando luz sobre los factores únicos que están en juego en esta región.

Palabras clave: Mujeres, Cualidades de Liderazgo, Mujeres Líderes, Educación Superior.

INTRODUCTION

According to the definition provided here, a leader is "a member of a correlation matrix who possesses significant influence over the activities of the group and who plays a prominent role in setting group goals and determining the ideology of the group." Leadership entails persuading other people to collaborate for the benefit of the group as a whole. The ability to recruit, keep, and develop highly qualified professionals and creative thinkers is the single most important factor in ensuring continuous success. According to the concept of leadership, individuals who "encourage and help people in working energetically towards specified objectives" are the people who are considered to be leaders. Leadership is neither a title or a position of authority; rather, it is the result of a dynamic interchange between different people. The future cannot be accurately predicted. Because of the individual differences in personality, communication style, intended objectives, resources, and external influences, it is necessary for an organisation to have a large group of leaders in order for it to work well. Any globally successful business has to have a strong leader at the helm to keep things moving in the right direction. Someone who is able to understand the bigger picture, come up with original solutions to problems, and motivate their followers to action is someone who can be considered a leader. The ability to inspire one's team to strive for ambitious goals is one of the most difficult aspects of effective leadership. One definition of leadership is taking actions that have an impact on the behaviour of those around you that is bigger than the impact that your own actions have. By applying this strategy to the persona-environment nexus, we are able to picture a scenario in which an individual's sense of well-being and problem-solving talents lead and regulate collective efforts to attain a common goal. This is the optimal condition. Leadership is developed not through official ranks but through interactions.

REVIEW OF LITERATURE

According to Maheshwari (2021), the challenges that women leaders face in industrialised countries and in Vietnam are comparable; however, the latter are argued to be less severe in Vietnam due to the country's strong familial ties. In spite of the fact that mentorship programmes have been demonstrated to be successful in other industrialised nations, these types of initiatives are still in their infancy in Vietnam. It is possible that Vietnam's rise to prominence in studies of women's educational leadership is linked to the country's expanding GDP as well as the rising number of working women there. Both of these trends have been observed in Vietnam. Shankar (2021) emphasized that the poor leadership

qualities are the major reasons for the attrition in many organizations. According to Alotaibi, the most difficult obstacles to overcome are those within one's own organisation, culture, and mentality (2020). A study that was conducted by Longman and her colleagues (2018) found that women in Saudi Arabia have access to work opportunities that are comparable to those that are available in other countries. According to Vidyashri et al. (2018), having access to higher education and completing it increases women's levels of social involvement and status, as well as their ability to make well-informed decisions and effectively manage resources. Even though they face substantial obstacles on the way to the top, Saudi women have the potential to and should be identified as leaders in the social, political, and economic spheres of their country, according to research conducted by Fatmah Alotaibi and colleagues (2017).

METHODOLOGY

Statement of the Problem

Receiving a solid education is absolutely necessary. Education is absolutely necessary for the success of a nation and the preservation of its culture. An effective educational system has the potential to result in a number of positive outcomes, including economic growth, social reform, and improved academic performance. Since the country gained its independence, the leaders of India have placed a strong priority on education. This has led to considerable investments being made in literacy programmes, increasing the number of students enrolled in schools, and expanding the number of higher education institutions. The higher education system of a country is one of the most important factors that contributes to the overall economic and social growth of that country. The contemporary climate of cutthroat competition makes it more vital than it has ever been for educational institutions to fully comprehend the expectations and perspectives of their students regarding the quality of service they receive than it has ever been before. The leader of such an organisation needs to be able to think creatively under pressure, be willing to take calculated risks, and ensure that everything runs efficiently. The industry cannot prosper unless it is led by leaders who are knowledgeable and focused on the future. Women who want to pursue an entrepreneurial path do so for two reasons: first, because they want to have an impact on the world, and second, because they are confident in their ability to find and run a successful business. Access to a country's productive resources and opportunities for economic engagement has a significant impact on women's economic standing and status in a society. It is common practice to refer to the highest levels of government as the "seedbed" of an economy due to the vital role that they play in the production of novel goods

and services. This is because the top levels of government play a central role in the growth of any nation. Growing collection of research demonstrates that ambitious women are more than just "job seekers" The commercial and manufacturing areas of the city have recently been experiencing a period of sustained growth. Today, women have access to a wide variety of resources that might support them in their pursuit of positions of leadership. The vast majority of female executives and managers working in the state of Karnataka, call Bangalore as their home. Many of these women also hold positions of responsibility within the city's educational institutions. In light of what has been discussed thus far, the objective of this investigation is to offer a response to the research question that is presented below,

To Identify the Determinants of the Leadership Qualities of Women Leaders in Education Institutions

Women who hold administrative positions at educational institutions in Bangalore filled out questionnaires for the study. 50 female administrators of autonomous arts and science institutions were sent questionnaires. This study uses judgement sampling, with the sample consisting entirely of female leaders. Secondary sources were combed for all relevant data for this study, which included books, websites, journals, reports from firms, and news stories.

RESULTS AND DISCUSSION

Factors Determining the Leadership Qualities of Women Leaders

Table 1: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.664	
Bartlett's Test of Sphericity	Approx. Chi-Square	2154.256
	df	26
	Sig.	.000

Source: Prepared by Authors (2023)

The table 1 presents the KMO Measure of Sampling Adequacy value is .664 which means that all the variables are positively correlated. Bartlett’s test of Sphericity significance value is less than 0.000 and hence it is concluded that Factor Analysis can be performed for these variables.

Table 2: Communalities

	Initial	Extraction
Boldness	1.000	.545
Self respect	1.000	.592
Self assurance	1.000	.526

Effectual communication	1.000	.792
Interpersonal skills	1.000	.674
Crisis management	1.000	.638
Capability	1.000	.661
Qualified academically	1.000	.732
Work firmness	1.000	.783
Managerial ability	1.000	.732
Home support	1.000	.611
Support and supervision from mentors	1.000	.684
Favorable environment	1.000	.555
Association opportunities	1.000	.716
Positive action	1.000	.519
Extraction Method: Principal Component Analysis		

Source: Prepared by Authors (2023)

The verification of individual variances has shown in the communalities that the 15 variables have their variances ranging from .526 to .792 and this implies the 15 variables are statistically significant.

Table 3: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.64	44.02	44.02	6.64	44.02	44.02	6.62	44.03	44.03
2	2.23	15.07	59.19	2.23	15.07	59.19	1.91	12.82	56.95
3	1.03	6.80	66.09	1.03	6.80	66.09	1.37	9.13	66.09
4	.94	6.30	72.49						
5	.64	4.59	76.98						
6	.67	4.24	81.22						
7	.58	3.95	85.28						
8	.43	3.08	88.36						
9	.37	2.58	90.84						
10	.36	2.43	93.37						
11	.38	2.11	95.48						
12	.25	1.65	97.03						
13	.191	1.25	98.38						
14	.16	.99	99.27						
15	.10	.73	100.00						

Extraction Method: Principal Component Analysis.

Source: Prepared by Authors (2023)

The above table exhibits the result of factor analysis with principal component analysis of 15 items of factors influencing with 3 factors which extracted out, by the three values, such as 44.02, 15.07 and 6.80 respectively are greater than recommended level of 1.

The above table gave an indicative list of factor loadings before rotation. All the 15 variables are loaded on various factors. In order to unearth the underlying structure among the variables, Rotated Component matrix is attained and the loadings of all the variables on three Factors are shown in the following table.

Table 4: Rotated Component Matrix^a

	Component		
	1	2	3
Boldness	.807		
Self respect	.811		
Self assurance	.705		
Effectual communication		.702	
Interpersonal skills		.604	
Crisis management		.706	
Capability		.701	
Qualified academically		.606	
Work firmness			.655
Managerial ability			.665
Home support			.589
Support and supervision from mentors			.670
Favorable environment			.656
Association opportunities			.564
Positive action			.679

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
 a. Rotation converged in 4 iterations.
 Source: Prepared by Authors (2023)

From the above table 4, only those factor loadings which are greater than or equal to 0.5 are considered and they are tabulated as below;

Table 5: Factors loaded

Factor Component	Constructs	Factors
I	Boldness	Psychological
	Self respect	
	Self assurance	
II	Effectual communication	Technical
	Interpersonal skills	
	Crisis management	
	Capability	
	Qualified academically	
III	Work firmness	Supportive
	Managerial ability	
	Home support	
	Support and supervision from mentors	
	Favorable environment	

	Association opportunities	
	Positive action	

Source: Prepared by Authors (2023)

The table 5 presents the components in which the constructs are loaded. The first component comprises of 3 constructs and named as psychological factor, the second component consists of 5 constructs and named as technical factor and third component consists of 7 constructs and named as supportive factor.

CONCLUSION

In India, an increasing number of women are moving into positions of authority, and businesses that are run by women are not only successful but also have room to grow. Businesses that are directed by younger women business owners are making concerted efforts to attract financial backing and are implementing cutting-edge strategies in order to research and break into worldwide markets. As a direct result of industrialization, urbanization, globalisation, and developments in education, an increasing number of women are pursuing jobs of their own choosing. This trend is expected to continue. Over the past few years, there has been significant advancement made by women in the corporate world in India. The government of India has initiated a number of different schemes in the hopes of fostering more economic independence among its country's female population. It is essential to reach out to women when trying to encourage more individuals to launch their own companies since women have already made significant contributions to the economy. This is one reason why it is important to focus on women. Women are known for their propensity to seize economic chances by starting their own firms and for their enthusiasm to take on new tasks. This trait has earned women a good reputation. This study throws light on the specific challenges that women who hold positions of educational leadership face in today's society. Given that women face challenges that are inextricably linked to their gender, they should proceed with caution while simultaneously seizing any opportunity that presents itself.

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