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**FACTORS DETERMINING THE LEADERSHIP QUALITIES OF  
FEMALE LEADERS IN HIGHER EDUCATION INSTITUTIONS**



**Dr.R. ANITHA<sup>1</sup>, MRS. A. JAGADHAMBAL<sup>2</sup>, Dr. R. ARUN<sup>3</sup>**

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**Abstract**

The women's group has as many members as the men's group. It's disturbing to see that in our modern, enlightened world, women are still treated as second-class citizens or subordinate to men. As the cost of living rises in today's society, it is more important than ever for women to participate in economic and leadership roles. Similarly, the collective consciousness has shifted. The status of working women is no longer viewed with suspicion. Due to her increased independence, modern women enjoy a peaceful home life and greater personal freedom. The empowerment of women has been a major policy priority in India's long-term planning. While India's official policy supporting women's advancement dates back to 1954, it wasn't until 1974 that women began actively taking part in political life. There are many fields where women excel, and academia is one of them. This project aims to identify the factors determining the leadership qualities of female leaders in higher education institutions of Coimbatore.

**Keywords:** Women, Leadership Qualities, Female Leaders, Higher Education.

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<sup>1</sup>Principal and Research Supervisor in Management Studies, Dr. SNS Rajalakshmi College of Arts and Science, Coimbatore.

<sup>2</sup>Ph.D., Research Scholar, Department of Management Studies, Dr. SNS Rajalakshmi College of Arts and Science, Coimbatore.

<sup>3</sup>Associate Professor, Department of Management Studies, J.H.A Agarsen College, Chennai

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## INTRODUCTION: LEADERSHIP

A leader is "a member of a correlation matrix who has significant influence over the activities of the group and who plays a prominent role in setting group goals and determining the group's ideology," according to this definition. Leadership entails inspiring a group of people to cooperate for the common good. Successfully attracting, retaining, and cultivating talented professionals and innovative thinkers is the single most important factor in ensuring long-term success. To lead is to "encourage and help people in working energetically towards specified objectives," according to the definition of leadership. Leadership is not a title or an office, but rather a dynamic interaction between people. One can never predict the future. Due to differences in personality, communication styles, desired outcomes, available resources, and external pressures, a diverse set of leaders is necessary for an institution to function effectively. The key to expansion in a global economy is strong leadership. A leader is someone with vision, someone who can devise effective strategies, and someone who can inspire those around them to achieve their goals. Finding ways to inspire your team to set ambitious goals is a key leadership challenge. One definition of leadership is "actions that have a greater effect on the actions of those around you than they do on your own." It's a concept that can be applied to the persona-environment nexus to describe an ideal state in which one person's happiness and skill at solving problems steer and govern group efforts towards a common objective. Leadership develops through interactions, not through formal hierarchy.

## REVIEW OF LITERATURE

Women leaders in developed countries and Vietnam face similar challenges, according to Maheshwari (2021), but those challenges are lessening

in Vietnam thanks to strong family ties. Mentoring is a proven facilitator in other developed nations, but it is not yet available in Vietnam. Increases in female labour force participation and GDP growth may be contributing factors to Vietnam's increasing prominence in studies of women's educational leadership. According to Alotaibi, the biggest obstacles come from within one's own organisation, culture, and personality (2020). Employment opportunities for women in Saudi Arabia are on par with those in other countries, according to a study by Longman et al. (2018). According to research by Vidyashri et al. (2018), women's access to and participation in higher education improves social engagement and status, and equips them with the information necessary to make sound decisions and effectively manage resources. Fatmah Alotaibi et al. (2017) noted that even though Saudi women who aspire to leadership positions face many obstacles, they can and should be recognized as leaders in the country's social, political, and economic spheres.

## STATEMENT OF THE PROBLEM

An education is one of life's fundamental necessities. Education is crucial to a flourishing nation and culture. An effective educational system can lead to economic expansion, social change, and higher academic achievement. Literacy, school enrollment, and the development of higher education institutions have all received considerable attention in the decades since India's independence because of the importance placed on education by the country's founding fathers and subsequent governments. Higher education institutions are rapidly becoming one of the most important factors in a country's economic and social growth. Therefore, in this age of intense competition, colleges and universities must comprehend their students' perspectives on the quality of service provided, as well as

distinguish between individual expectations and perceptions. The leader of such an organisation must think creatively, take calculated risks, and keep things running smoothly. Without competent management and visionary leadership, the industry cannot succeed. Entrepreneurial women often start businesses because they have a strong desire to make a positive impact in the world and because they have the skills, knowledge, talents, and expertise to start and run successful businesses. Access to a country's productive resources and opportunities for economic engagement are major determinants of women's economic standing, and thus their status. A country's leadership is crucial to its progress; it has been called the "seedbed" of an economic system, marking a significant location for the incubation of new products and technologies. It's starting to sink in that ambitious women have many talents that can make them more than just "job seekers" The city's commercial and industrial sectors have flourished in recent years. There are more tools available to help women rise to leadership positions. The majority of

Tamil Nadu's female managers and executives live in Coimbatore, with many of the city's female leaders serving as college presidents and other academic administrators. Given the foregoing, this investigation's focus is on answering the research question that follows.

1. To identify the factors determining the leadership qualities of female leaders in higher education institutions of Coimbatore.

## RESEARCH METHODOLOGY

The research is based on questionnaire responses from female administrators at colleges and universities in Coimbatore. 50 randomly selected female executives from autonomous arts and science institutions were sent the questionnaires. Judgment sampling is used for this study, as it is based on the selection of only female leaders. All of the information used in this study came from previously collected secondary sources, such as books, websites, publications, and reports from businesses, as well as news articles.

## ANALYSIS AND DISCUSSION

### Factors determining the Leadership Qualities of Female Leaders in Higher Education Institutions

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.878
Bartlett's Test of Sphericity	Approx. Chi-Square	5695.400
	df	105
	Sig.	.000

The table 1 presents the KMO Measure of Sampling Adequacy value is .878 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 variable.

	Initial	Extraction
Assertiveness	1.000	.564
Self esteem	1.000	.579
Self confidence	1.000	.542
Effective Communication skills	1.000	.719
Interpersonal skills	1.000	.687
Problem solving skills	1.000	.683
Competence/job knowledge	1.000	.686
Educational Qualification	1.000	.793
Hard work	1.000	.768
Administrative Experience	1.000	.703
Family support	1.000	.691
Support and guidance from mentors	1.000	.628
Conducive organizational working environment	1.000	.595
Networking opportunities	1.000	.701
Affirmative Action	1.000	.571
Extraction Method: Principal Component Analysis.		

The verification of individual variances has shown in the communalities that the 15 variables have their variances ranging from .542 to .793 this implies the 15 variables are statistically significant.

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	6.614	44.092	44.092	6.614	44.092	44.092	6.612	44.083	44.083
2	2.263	15.087	59.179	2.263	15.087	59.179	1.931	12.872	56.955
3	1.033	6.890	66.069	1.033	6.890	66.069	1.367	9.113	66.069
4	.954	6.360	72.429						
5	.684	4.559	76.988						
6	.637	4.244	81.232						

7	.598	3.985	85.218						
8	.463	3.088	88.306						
9	.387	2.578	90.884						
10	.366	2.443	93.327						
11	.318	2.121	95.448						
12	.245	1.635	97.083						
13	.191	1.275	98.358						
14	.136	.909	99.267						
15	.110	.733	100.000						
Extraction Method: Principal Component Analysis.									

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 44.092, 15.087 and 6.890 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.

<b>Table 4:Rotated Component Matrix<sup>a</sup></b>			
	Component		
	1	2	3
Assertiveness	.027	.508	.151
Self esteem	.141	.551	.162
Self confidence	.035	.530	-.026
Effective Communication skills	.846	-.042	.043
Interpersonal skills	.827	-.024	.047
Problem solving skills	.825	.056	-.007
Competence/job knowledge	.819	.041	-.115
Educational Qualification	.887	.016	-.078
Hard work	.171	.032	.555
Administrative Experience	.033	.031	.658
Family support	.020	.191	.809
Support and guidance from mentors	.003	.052	.750
Conducive organizational working environment	-.036	.168	.556
Networking opportunities	.007	.231	.604
Affirmative Action	-.025	.155	.739
Extraction Method: Principal Component Analysis.			
Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 4 iterations.			

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**

<b>Factor Component</b>	<b>Constructs</b>	<b>Factors</b>
<b>I</b>	Assertiveness	<b>Psychological</b>
	Self esteem	
	Self confidence	
<b>II</b>	Effective Communication skills	<b>Technical</b>
	Interpersonal skills	
	Problem solving skills	
	Competence/job knowledge	
	Educational Qualification	
<b>III</b>	Hard work	<b>Supportive</b>
	Administrative Experience	
	Family support	
	Support and guidance from mentors	
	Conducive organizational working environment	
	Networking opportunities	
	Affirmative Action	

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

Women's leadership in India is on the rise, and so are women-owned businesses, which are already flourishing and have plenty of room to grow. Younger women-owned businesses are aggressively seeking funding for their ventures, and they are using cutting-edge tools to research and break into foreign markets. As a result of industrialization, urbanization, globalisation, and improvements in education, more and more women are actively seeking out careers of their own choosing. In recent years, women in India have made great strides in the business world. The government of India has prioritized a

number of initiatives aimed at enhancing women's economic independence. Women are widely recognized as having contributed significantly to the growth of the country's economy, making them an important group to reach in efforts to encourage business ownership. Women are known to be quick to take on new challenges, and when presented with an opportunity to make money, they often seize it by starting their own businesses. Significantly, this research highlights challenges faced by women in educational leadership positions. All of the problems women faces are directly related to their demographic make-up, so they need to

tread carefully and make the most of every opportunity that comes their way.

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