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Research Article

WOMEN EMPOWERMENT AND WOMEN MENTAL HEALTH¹M. Hassaanulhaq, ²Dr Baseera Imran, ³Dr Muniza Saeed, ⁴Sahar Noor¹MS in Management Sciences University of Lahore²MBBS MPhil Demonstrator Ameeruddin Medical College Lahore³MBBS MPhil HOD Physiology Dept. Ameeruddin Medical College Lahore⁴MPhil in Mathematics University of Lahore**Article Received:** April 2021**Accepted:** April 2021**Published:** May 2021**Abstract:**

The purpose of this paper is to identify the factors and challenges affecting women leadership in academics. The qualities that are required in women to lead in the 21st century is their ability to connect, collaborate, empathize, and communicate better. Women's leadership with emphasis on encouragement and motivation of students is more than important in today's world. It has been empirically proven that women leadership in institutions reflects better decisions that deliver better results through hardwork, improving Nation's Education, Fair Supervision, building affiliation between employees, and working fast for the welfare of organization.

Data is collected from different areas of Lahore and its surroundings. The qualitative approach was used and the cluster and random sampling technique was used to collect data. The questionnaire proforma included four questions and was distributed in different institutes of Lahore, Kabirwala. Nvivo software was used for the analysis of this data. Interviews were conducted in order to collect the data from the leaders and managerial staff of the institutes and organizations located in Lahore, Kabirwala, Pakistan. The study revealed that the male dominant culture, gender discrimination, misogyny, social trends, organizational culture, family culture and self-confidence of the women are some factors which cause the impediments to women in leadership.

Keywords*Women Leadership, Quality Culture, Gender Discrimination, Family Support***Corresponding author:****M. Hassaanulhaq,***MS in Management Sciences University of Lahore*

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INTRODUCTION:

The purpose of this paper is to identify the factors and challenges affecting women leadership in academics. The qualities that are required to lead in the 21st century by women are their ability to collaborate, empathize, and communicate better. Women's leadership with special stress on encouragement and motivation of students is more than important in today's world. The women have to face the strict criticism by male community within the organizations¹. Despite the fact that a couple of social researchers have recognized that there is some confirmation for sex differences in initiative style among examination members who have not been chosen for inhabitation of initiative parts in regular settings². Few scholars have found out that organizations do not tend to promote women to the leadership positions³. It is considered that females play a supportive role in life instead of men in the male predominant environment in light of females' unique life encounters which incorporates labor and domestic obligation⁴. The type of behavior which results in the hindrance of the women to reach upper levels in academics include partiality, vague professional customs and male discomfort⁵. The employees and co-workers tend to prefer male administrators at the top management, they consider that females are not fit for the managerial jobs⁶. The community colleges support the women to the leadership ranks⁷. Many studies have established that the woman's professional and leadership effectiveness, sometimes, dominate that of the man. According to⁸ that the women leadership helps organizations to lead the way of the organizations. Women are not considered for the posts of the administration in higher education⁹. Yet, there is a wide gap in the professional and leadership rank of the women because there is unsatisfactory representation of women in the leadership positions between men and women especially in Arab countries¹⁰. The obstructions that stops women from rising to high-ranking management positions have often been defined by the word "the glass ceiling", an apparent hurdle which stops women from moving up the certain point¹¹. Women's leadership in academic institutions requires a human collaboration between all the companies working in the institutes, in order to achieve academic goals. The woman faces many barriers to achieve success in her leadership. The negative views about the woman's leadership and her nature creates many hurdles and difficulties which prevent her advancement and growth in supervision and leadership¹⁰. It has been studied that while women's participation in the labor force has

flourished, and their number in the lower and middle management have enhanced, some women have progressed to the same ranks as men¹². In a typical market oriented eastern, thickly populated, male dominant, cash starved society, with men at key positions; it seems next to impossible that we expect some change alone by female leaders. Yet, in the same country which is facing menace of extremism across the board and is unable to reap the gains of above facts, island of excellence are conspicuously visible under women leadership. In this context, the study intended to gauge leadership effectiveness & strength of its style and its impact on certain parameters on academic institutions, which are being led by female on key positions. Research, also explores key leadership elements that positively affect leadership. This research was primarily being undertaken to highlight the capabilities and contribution of Pakistani women towards the development of knowledge-based organization. Over time, scholars have tended to the problems of outside and inside obstacles for women's development in educational organization and the variety between the methodologies and activities of men and women administration¹³. Institute headship is acknowledged as a crucial component of institute's development and efficiency globally¹⁴. Additional classification of inquiries, developing primarily during the 1990s onwards, specified to the lives and occupations of females leaders (¹³; ¹⁵). Various studies have proposed a few clarifications of the small representation of females in administration in educational associations of advanced nations. Among these are conventional scripts that classify feminine qualities as contributing to unproductive leadership¹⁶ and male supremacy in instructive administration. Consequently, it defers the authoritative opportunities of women. Females' under-representation in leadership ranks might be attributed to women's individual choice not to apply for progression in education for some reasons, for example nonappearance of key desire, inadequacy of cognizance of the headway framework and absence of confidence that they will thrive, sexual orientation-based socialization, trepidation of dissatisfaction, and nonappearance of insight¹⁷. As far as dissimilarities among men and women in managerial positions were concerned, two contrary opinions appear in the literature. Although some scholars found no considerable indication for gender differences in instructive management¹⁸, others debate passionately that males and females diverge in the ways they cope with people, even though the variances are not reflected to be distinctive, but, rather, the result of dissimilar socialization patterns (¹³; ¹⁵). A study about problems faced by women head teachers indicated, sex

discrimination, stereotyping and old boy's networks in the schools are main issues faced by women in educational institutes. Also, male domination in educational leadership suppresses women aspirations at various levels of school management. As indicated by (19; 20) the sexual orientation has a slight connection between administrative style and productivity. The great administration energizes coordination and participation and underline the capability to strengthen, support and involve representatives. The troubles and problems which women face in the top administration emerges from the contrariness of their customary feminine character²¹. The organizations consider the women as "outsiders"²². According to²³ they used the word "outsiders in scared grove". The obstacle that halts ladies from rising to higher organization place in huge foundations have been termed by the metaphor "the unfair limitation", a translucent wall which turns away female specialists from blending up the corporate tree at certain point²⁴. In order to achieve better results from the women at leadership level, the organizations have to transform their culture, so that women can be comfortable to perform their jobs properly²⁵. The analysis of²⁶ shows that one of the reasons the women do not reach high ranks because of their behavior towards the co-workers. When the work life behavior was compared it was found that the state of mind of both males and females towards each other prompts the exaggerating of men and undervaluing of women²⁷. The women have to face more accountability than men. The organizations do not measure men and women skills as equal. Keeping in mind the end goal to pick up the high positions and the profession accomplishments females have to show additional skill than men²⁸. As the minority delegates in the male dominant society, the grouping and separation impacts the assessment and execution of the females²⁹. It was observed that the progress based on the social favoritism rather than capability reduces esteem and raises stress for women in topmost ranks³⁰. There is the need for more feminist educational researches to address issues about female underrepresentation in schools and gender discrimination that they experience at these places. The studies have established that organizations with 35% women provided better functioning atmospheres for the male counterparts³¹. Also some researchers have identified that the women in higher levels help the community colleges to achieve the goals better³². Another research found that most challenges faced by women leaders in schools include: physical, organizational, medium levels, personal and social challenges. A study about African –American women leaders indicated that lack of confidence and job satisfaction are barriers which occur in the way of

women to become effective leaders³³ However, a research explains that women always had leading roles in academia and its follow-up tasks and there was no big difference between leadership method of men or women that show women had leadership roles in academic field same as men¹⁰. The organizations which include women as the administrator at managerial posts, the lower rank women have the supportive behavior³⁴. While distinguishing between men and women leadership style, explained that the qualities which help women in leading are their ability to interact and cooperate with others, mainly socializing is the key leadership element helping women to lead as compared to men. Some scholars'³⁵ work shows that women face many problems in the organizations at the entry level because of the majority of male workers. The women face psychological and communicational challenges and they have to develop complexity in their language for survival of status/ position in organization³⁶.³⁷ found in her research that there are some natural talents which women express more regularly than men indicating natural leadership talents of women. These natural qualities in women are web thinking; mental flexibility enabling them to generate new ideas, verbal articulation help them to find right words more rapidly, executive social skills, networking, collaboration, and empathy.

METHODOLOGY:

There are different sources of data collection which are available to collect the data from newspapers, internet, media, focus groups, survey questionnaire and individual interviews. The primary data was collected from different organizations and universities of Lahore and Kabirwala and surroundings. The qualitative study was conducted and data gathered by semi structured verbal interviews. The data was collected by stratified, cluster and random sampling technique. The open-ended structured question guide was developed with the help of experienced psychologist. The developed guide consisted of following questions:

Do you have family support for leadership title?

How culture of institute helps for overcoming difficulties in performing tasks?

What is the behavior of Co-workers on your leadership?

How workplace environment effects your leadership?

The theoretical sampling was conducted on the basis of saturation phenomenon which was suggested by³⁸. 20 respondents were interviewed personally. All the respondents were females. The verbal medium was

used for recording conversation. All the interviews were transcribed verbatim and were entered into the excel sheet

NVIVO was used for qualitative analysis of the data.

RESULTS:

The data was collected from Lahore and Kabirwala, the working women were targeted to collect the data. 20-30 minutes interviews were conducted in the written form. Total sample size of the respondents was 20. Nvivo 11 pro was used to analyze the data. The participants' response was entered in the excel sheet and then it was imported to Nvivo 11 pro. The answers were then coded and the demographics were also entered to the attributes as case nodes. After the completing analysis the total nodes were 93 and with number of references 728.

Demographics

The participants were categorized into different classifications according to their area, education, age, marital status, no. of children and job position which is shown by the following table

Word Frequency Query

The researcher ran the word frequency query in Nvivo 11 pro which demonstrates that the count of word leadership was 45 times. It depicts that a large portion of the respondents discussed the ability of women to lead and the elements which influence the women administration.

Text Search Query

The Text search query revealed that women leadership quality and aptitudes are negatively influenced by the communication gap and under estimation of the associates.

Matrix Coding Query

One of the factors which impinge on the leadership excellence is the conduct of the associates. The following chart demonstrates that the supportive behavior of the colleagues greatly affects the quality of administration. It can be seen that with the increase in the age the coworkers become obliged.

Management title is supported more by the respondents of Lahore as compared to Kabirwala as there is a social distinction. The social standards of Kabirwala illustrate that the respondents of the area were not supportive as compared to the participants of Lahore. Similarly, the support of the family also matters a lot in enhancing the leadership skills. The husband support in Lahore is prominent as compared to the Kabirwala

Financial position of husband in urban area like Lahore is strong due to more opportunities as compared rural area like kabirwala. Strong financial position of head of family, standard of living and better level of education makes the urban area people more cooperative.

According to the analysis the support from the staff diminishes with the increase in the number of children. The conduct of acquaintances becomes less accommodating as the number of children increase.

Group Query

The connection map tells that leadership value can be increased by the compassionate conduct of colleagues, family, institute and the workplace environment play an imperative role in enhancing the intensity of leadership. The facilities provided by the organization to the leader play an important role to increase the administrative power and influence.

Family Support is a noteworthy element for the improvement of administrative abilities. The convergence for the family support illustrates that enhanced relatives' support assist women to achieve the optimal level of leadership.

The work environment as indicated by the respondents influences the managerial power of women which prompts to the enhancement or abatement in the productivity of the organization. Convergence of nodes showed that leadership abilities of women are affected if her family didn't support to her. She became confused and confidence level at work place also decreased which effect badly her leadership abilities.

Supportive conduct of associates leads to the positive leadership skills which helps the pioneer to take positive decisions for the institute. If People at work place behave positively and have soft corner for female co-workers, then confidence level of women at workplace increase and directly and positively affect women leadership abilities. Similarly, the culture of institute and the attitude of upper-level management matters for the leadership of women.

Models

The elements that influence the administration of ladies as indicated by the outcomes are society of foundations, conduct of associates, family backing and workplace. In Nvivo 11 when the model was intended for the components influencing women administration, it was uncovered that these previously mentioned elements affect it.

The quality leadership depends upon the following themes which were found out after the analysis of interviews from the respondents.

Theme1

Culture of Institute The leadership of women depends upon the culture of organization. During the interviews it came up that if culture of institute is positive and supportive then it boosts the leadership skills. If the administration of the organization is supportive it becomes easier for leader to perform tasks in a better way.

Theme2

Family Support is important for the leadership of the women. Especially the support of husband, children and in laws. It seems that the women leadership support was more prominent in the area of Lahore as compared to the Kabirwala. So, if the family support exists it has the positive impact on the women leadership.

DISCUSSION:

The women are now being considered the important part of the organization. They are now being supported to the higher posts to the leadership title. The factors which affect the women leadership as seen by our study are the cultural of institute, work environment, family support and behavior of co-workers. The culture of the organization has a huge impact on women leadership. Similar was suggested by³⁹. The supportive administration helps women pioneers to achieve mission and vision of the organization. The support in urban area like Lahore is much more than the rural area like Kabirwala. The social values also play vital role in enhancing the leadership skills of women. Similarly, the family support is needed by the women to lead from the front and to lead the organization into the right direction. The support of husband and children is vital for the women as they feel comfortable to lead at upper level. The family support in Lahore is much more supportive as compared to Kabirwala. Our study suggests that number of children impacted women career and qualities however a previous study states that outcomes were similar for women with and without children⁴⁰ As the education level of Lahore is higher as compared to the Kabirwala. It seems that the people from Kabirwala do not believe in women leadership as that of Lahore. The behavior of associates happens to be the impact on the leadership of women. The supportive behavior enhances the trust between the colleagues which as a result help leader to take decisions quickly and effectively.

Limitations

The data was collected from the Lahore and Kabirwala which was difficult in a sense that there is no proper culture of research in Pakistan. The data was only collected from the female respondents no male respondents were interviewed. The organizations were not cooperative for the collection of data as they were not supportive of the women leadership. The interviews conducted in Kabirwala were more difficult as the working women had less knowledge.

Further Recommendations

The govt. intervention is important for the leadership of women as the govt. have to promote women in the public sectors so that the private sectors also promote the women for leadership. The social and electronic media should campaign about the promotion of the women leadership. The social culture should be positive about the women leadership.

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