Leadership Qualities of Working and Non-Working Women: A Study in Kashmir Valley.

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ABSTRACT

When the woman is happy, the home is happy, when the home is happy, the society is happy and when the society is happy the state is happy and when the state is happy there will be peace in the country. In every nation, women are the primary caregivers for children and the elderly. International studies show that women take the lead in assisting the family in adjusting to new realities and problems as a society's economy and political structure change (Yared, P. 2009). Nothing is possible for men without women; they are the fundamental building block of society. One of the basic abilities of humans is to influence their fellow beings to achieve specific goals, known as a leadership quality. Leadership has been singled out as a concept that has fascinated the attention of numerous researchers over time. It is the most explored field in the social sciences and carries across almost all spheres of life like business, politics, education, religion, and so on.

Key words: Women, Education, Leadership Qualities, etc...

Background of the study

In every nation, women are the primary caregivers for children and the elderly. International studies show that women take the lead in assisting the family in adjusting to new realities and problems as a society's economy and political structure change (Yared, P. 2009). Nothing is possible for men without women; they are the fundamental building block of society. Women form families, which in turn create homes, which create communities, which in turn create nations. Therefore, a woman contributes in all areas, from giving birth and caring for a child throughout their entire life to many other things (Bickford, D.M. and Reynolds, N. 2002). One of the basic abilities of humans is to influence their fellow beings to achieve specific goals, known as a leadership quality. Leadership has been singled out as a concept that has fascinated the attention of numerous researchers over time. It is the most explored field in the social sciences and carries across almost all spheres of life like business, politics, education, religion, and so on (Oliver, 2012). Hogan and Kaiser (2005) considered leadership as one of the most significant topics in human science and simultaneously poorly understood in human history. Leadership is important due to two reasons. Firstly, it is the source to address the issue of organizing collective effort that is key to organizational effectiveness, because with the help of good leadership every organization strives towards its prosperity, which in turn enhances the financial and psychological well-being of incumbents. Second, from a moral perspective, depraved leaders perpetrate terrible misery on those subject to their domain (Bruce, C 2010). Leadership is one of the multifaceted concepts that cannot be defined in a couple of lines. Various researchers' defined leadership according to their understanding like Oliver (2012) defined it as, the ability of an individual to influence a group to attain a mutual goal. Similarly, Kouzes and Posner (2007) related it to an interaction between people that initiates some action leading to achieving a mutual agreement. Great leaders never stick to a single path or personality, the fact is that everyone has taken a leadership role in his/her life without realizing it. So, one needs to introspect, that what makes him a good leader and how to develop and use those skills in achieving his career and goals of life (Robbins, 2022).

Leadership doesn't belong to an appointed position, rather it is a skill and tool that can be reformed, upgraded, and developed to create lasting impressions. It is a creative trait that can be cultivated and nourished over time. It is about creating and sustaining constructive change. The fact is that we all are in need to learn leadership skills in order to be effective in different elements of day-to-day life. Hughes, (2009) reported that the development of unconstrained leadership within human resources is a sluggish process that demands strategic interventions. Therefore, there is a need to develop leadership as a strategic intervention especially when there is an infantile workforce setup categorized by a limited number of mentors. It is clear that leaders try to influence their fellow beings to achieve and fulfill goals irrespective of their level in the society, Mueller-Hanson et al., (2007) argued that this ability of leaders to influence others is related to their social awareness level.

Rationale of the Study

Women must live up to collective expectations of what makes a leader, while at the same time remaining true to certain gender expectations. Over the centuries, femininity has been stereotyped as dependent, submissive and conforming, and hence women have been lacking in leadership qualities. The male bias is reflected in the false conception of leadership as mere command or control. As leadership comes properly to be a process of leaders engaging

and mobilizing the human needs of followers, women will be more readily recognized as leaders and men will change their own leadership styles. Positive attributes of women in administration: The examination of women in administration has fostered further appreciation and understanding of the positive attributes of women as they have been evolving. "Although revealing relatively small differences, findings indicate an advantage for women in higher position. Women, more than men, appear to lead in styles that recommend them for leadership. women bring specific and positive values to the work place: These values include an attention to process instead of a focus on the bottom line; a willingness to look at how an action will affect other people instead of simply asking, "What's in it for me?"; a concern for the wider needs of the community; a disposition to draw on personal, private sphere experience when dealing in the public realm; an appreciation of diversity; an outsider's impatience with rituals and symbols of status that divide people who work together and so reinforce hierarchies. Proponents of modernization theory claim that modern states are wealthier and more powerful and that their citizens are freer to enjoy a higher standard of living. The social empowerment of women includes better status in the family, freedom for marriage, right to property, social mobility, social freedom, family welfare, social transformation and gender equity. The economic empowerment of women includes ownership and control of research right to property, employability, and improvement in the standard of living, fulfilment of basic needs, entrepreneurship development and improvement of bargaining power of women. The legal empowerment of women includes constitutional protection, fundamental rights, protection against gender-based discrimination, women specific laws, women courts and other safety measures. Taking above commentary into consideration, researcher was motivated to work on below given variables so that proper space is given to women in all walks of life.

Statement of the problem

"Leadership Qualities of Working and Non-Working Women: A Study In Kashmir."

Objectives of the study

The following objectives were framed in the present investigation:

1. To study the leadership qualities of rural and urban working women.

2. To study the leadership qualities of rural and urban non-working women.

3. To compare rural working and non-working women on leadership qualities.

4. To compare urban working and non-working women on leadership qualities.

Hypothesis:

1. $H_{01:}$ There is no significant difference between rural working and non-working women on leadership qualities.

2. $H_{02:}$ There is no significant difference between urban working and non-working women on leadership qualities.

Data Methodology

Population and Sample

Since, Kashmir Division is divided into three (03) subdivisions i.e., Central Kashmir, South Kashmir and North Kashmir respectively. These three subdivisions are comprised of ten (10) Districts. In central Kashmir there are three districts viz., Srinagar, Budgam and Ganderbal. In South Kashmir there are four districts viz., Anantnag, Pulwama, Kulgam and Shopian. In North Kashmir there are three districts viz., Baramulla, Bandipora and Kupwara.

The investigator has selected three districts from Kashmir Division i.e., one district from each Division Randomly, District Budgam in Central Kashmir, District Anantnag in South Kashmir and District Baramulla in North Kashmir were selected. Pertinent to mention that two blocks (Rural and Urban Block) were selected from each district through criterion sampling.

However, working and non-working women were selected from each block as sample units through convenient sampling. In each rural block 100 sample subjects (50 working women and 50 non-working0. women) were selected. Similarly, in each urban block 100 sample subjects (50 working women and 50 non-working women) were selected. It is mentioned here that 200 sample subjects were selected from each district. Finally, 600 sample subjects (300 working women and 300 non-working women) were drawn through Multistage sampling Technique from six selected blocks. Among 300 working women, 150 are rural and 150 are urban women. Similarly, among 300 non-working women, 150 are rural and 150 are urban women.

Selection and brief Description of Research Instruments

Leadership Quality Scale

In order to assess leadership qualities among working and non-working women, Leadership Potential Scale developed by Nadeem, N.A and Akhter, S. was employed. The Scale consists of six dimensions, viz., (Interpersonal Relations, understanding of people, Social Communication, Behavioural and Emotional Stabilizer¸ Values and Ethical Inculcator, Adequacy of Communication and Operation as a Citizen).

Statistical Treatment

For realizing the objectives as well as hypotheses of the present study. The investigator has employed various statistical tests/treatments viz;

1. Mean;

2. S.D.;

3. t-Test;

4. Percentage statistics

Section – A: Descriptive Analysis

The data that was obtained from the sample group of six hundred (N=600) working and non-working women across Kashmir valley was initially treated with descriptive analysis.

1. **Assessment of working and non-working women on leadership qualities.**

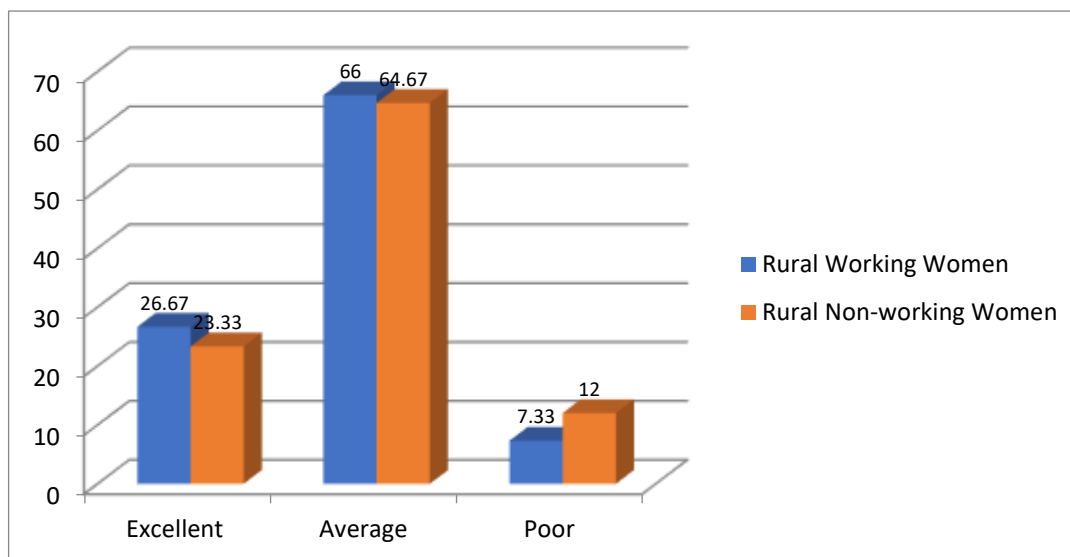| Table 1: Showing the levels of working and non-working women on leadership qualities (N=600)			
Levels	**Score Range**	**N**	**%age**
Excellent	95 and above	117	19.50
Average	45- 94	430	71.67
Poor	20-44	53	8.83
Total		**600**	**100.0**

Table 1. highlights that among 600 working and non-working women, 19.50 % have demonstrated high leadership qualities, 71.67% have mediocre category of leadership qualities and 8.33% of the sample both among working and non-working class have extremely weak standing on various components of leadership qualities. The below diagram illustrates the aforementioned data.
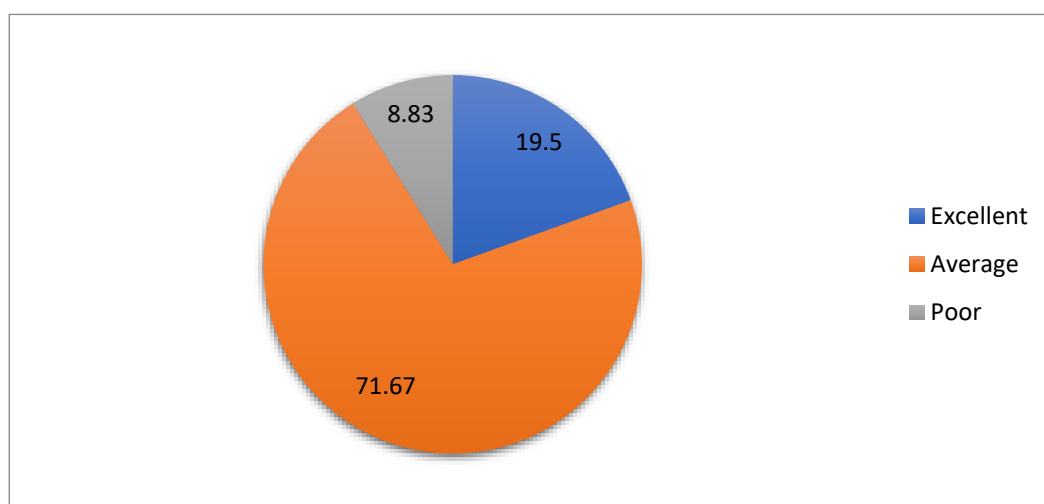
2. **Assessment of rural working and non-working women on leadership qualities.**

Table 2: Showing the levels of rural working and non-working women on leadership qualities (N=300)					
Levels	**Score Range**	**Rural Working Women**	**%age**	**Rural Non-working Women**	**%age**
Excellent	95 and above	40	26.67	35	23.33
Average	45- 94	99	66.00	97	64.67
Poor	20-44	11	7.33	18	12.00
Total		**150**	**100.0**	**150**	**100.0**

The table 2. reveals that 26.67 % of the rural working women have excellent or above
average leadership qualities as against to 23.33% in the rural non-working group. While torturing the above given data, it is clear from the table that among rural working and non-working women, in average category of leadership qualities, they have a representation of 66.00 % and 64.67 % respectively. Further, the table reveals that only 7.33% of the sample in rural working class have poor leadership qualities compared to non-working class where it is 12.00% of the population. The same information is highlighted with the help of histogram that follows.

3. **Assessment of urban working and non-working women on leadership qualities**

Levels	Score Range	Urban Working Women	%age	Urban Non-working Women	%age
Table 3. Showing the levels of urban working and non-working women on leadership qualities					
Excellent	95 and above	39	26.00	36	24.00
Average	45- 94	98	65.33	98	65.33
Poor	20-44	13	8.67	16	10.67
Total		**150**	**100.0**	**150**	**100.0**

Taking a look on above given table, 26.00 % of the urban working women have excellent or above average leadership qualities as against to 24.00% in the rural non-working group. While torturing the above given data, it is clear from the table that among rural working and non-working women, in average category of leadership qualities, they have a representation of 65.33 % and 65.33 % respectively. Further, the table reveals that only 8.67 % of the sample in rural working class have poor leadership qualities compared to non-working class where it is 10.67 % of the population. The same information is highlighted with the help of histogram that follows.

SECTION – B: <u>COMPARATIVE ANALYSIS</u>

1. **Comparison of Rural Working and Non-Working Women on Leadership Qualities.**

Dimensions	Group	N	Mean	S.D.	t-value	Level of Significance
Table 1: Showing Significance of mean difference between Rural Working and Non-Working Women on various dimensions of Leadership Qualities(N=300)						
Interpersonal Relations	Rural Working Women	150	31.76	7.45	3.81	Sig. at 0.01 level
	Rural Non-Working Women	150	30.13	6.87		
Understanding of People	Rural Working Women	150	28.13	8.21	2.17	Sig. at 0.05 level
	Rural Non-Working Women	150	27.15	7.93		
Behavioral and Emotional Stability	Rural Working Women	150	31.92	7.76	3.62	Sig. at 0.01 level
	Rural Non-Working Women	150	30.36	6.89		

Values and Ethical Inculcator	Rural Working Women	150	30.86	8.89	1.96	Insignificant
	Rural Non-Working Women	150	29.95	7.98		
Adequacy of Communication	Rural Working Women	150	26.89	6.78	3.90	Sig. at 0.01 level
	Rural Non-Working Women	150	25.22	5.94		
Operation as a Citizen	Rural Working Women	150	30.78	6.99	3.47	Sig. at 0.01 level
	Rural Non-Working Women	150	29.32	6.78		
Overall Leadership Qualities	Rural Working Women	150	180.34	56.98	5.54	Sig. at 0.01 level
	Rural Non-Working Women	150	172.13	54.87		

Significant at .01 level; Significant at .05 level.

The review of the table 4.19 highlights the output of the independent sample t-test that was carried out to figure out the differences in the mean scores of rural working and non-working women on leadership qualities. As it is evident from the output of above table, there is a significant mean difference between rural working and non-working women on four dimensions of leadership qualities at 0.01 and one dimension at 0.05 level of significance. Insignificant difference was reported between rural working and non-working women on values and ethical dimension of leadership qualities. The overall t-vale came out to be 5.54 which is significant at 0.01 level of significance.

2. **Comparison of Urban Working and Non-Working Women on Leadership Qualities.**

Table 2: Showing Significance of mean difference between Urban Working and Non-Working Women on various dimensions of Leadership Qualities (N=300)

Dimensions	Group	N	Mean	S.D.	t-value	Level of Significance
Interpersonal Relations	Urban Working Women	150	32.54	6.56	2.48	Sig. at 0.05 level
	Urban Non-Working Women	150	31.67	5.67		
Understanding of People	Urban Working Women	150	30.66	6.72	2.13	Sig. at 0.05 level
	Urban Non-Working Women	150	29.87	4.98		
Behavioral and Emotional Stability	Urban Working Women	150	28.98	5.98	3.27	Sig. at 0.01 level
	Urban Non-Working Women	150	27.67	5.79		
Values and Ethical Inculcator	Urban Working Women	150	27.54	6.80	1.81	Insignificant at 0.05 level
	Urban Non-Working Women	150	26.74	7.87		
Adequacy of Communication	Urban Working Women	150	28.87	7.93	1.88	Insignificant at 0.05 level
	Urban Non-Working Women	150	28.02	6.88		
Operation as a Citizen	Urban Working Women	150	30.34	7.57	2.72	Sig. at 0.05 level
	Urban Non-Working Women	150	29.14	6.52		
Overall Leadership Qualities	Urban Working Women	150	178.93	87.89	2.54	Sig. at 0.05 level
	Urban Non-Working Women	150	173.11	84.56		

Significant at .01 level; Significant at .05 level.

The table 4.20 highlights the output of the independent sample t-test that was carried out to figure out the differences in the mean scores of urban working and non-working women on leadership qualities. The output of the above table states that there is a significant mean difference between urban working and non-working women on Interpersonal Relations, Understanding of People, Behavioral and Emotional Stability and Operation as Citizen dimensions

of leadership qualities. However, insignificant difference was reported on Values and Ethical Inculcator and Adequacy of Communication dimensions of leadership qualities. The overall t-vale came out to be 2.54 which is significant at 0.05 level of significance.

DISCUSSION OF RESULTS

The conversation of the outcome based on the examination of the data is presented in below mentioned headings:

1. LEADERSHIP QUALITIES OF WORKING AND NON-WORKING WOMEN.

Keeping in view the analysis and interpretation, it was revealed that 19.50% working and non-working women have established high leadership qualities in terms of managing interpersonal relations, understanding and accepting the issues and concerns of people, good behavioural and emotional setup values and ethical inculcator, adequacy of communication and operation as a responsible citizen. It was stated that a significant %age i.e., 71.67% exhibit average leadership qualities in terms of communicative approach, responsible citizen, emotional stability and relationship approach. However, 8.33% working and non-working women have extremely weak on various components of leadership qualities like managing relations with colleagues and other members of the society, accepting people's ideas, problem solving ability, promoting interpersonal relations and always lose their temper and confidence while dealing with the members of the society.

In view of comparative analysis. It was reported that the rural working and non-working women differ significantly on Interpersonal Relations, Understanding of People, Behavioral and Emotional Stability, Values and Ethical Inculcator, Adequacy of Communication and Operation as a Citizen dimensions of leadership qualities. Similarly, urban working and non-working women also differ significantly on Interpersonal Relations, Understanding of People, Behavioral and Emotional Stability, Values and Ethical Inculcator, Adequacy of Communication and Operation as a Citizen dimensions of leadership qualities. This states that rural/urban working women various qualities of leadership as compared to their counterparts.

FINDINGS

Numerous productive findings have been drawn from the preceding chapters i.e., analysis, interpretations and discussions. The findings have been arranged in four sections. They are:

Findings Related to Leadership Qualities

1. 19.50% working and non-working women were found to have high leadership qualities, 71.67% exhibit average leadership qualities and 8.33% working and non-working women were found to have low leadership qualities.

2. 26.67% of the rural working women have above average leadership qualities. While, 23.33% rural non-working group fall in this category. However, 66.00% and 64.67%, rural working and non-working women possess average leadership abilities. 7.33% rural working class have poor leadership qualities as compared to non-working class i.e., (12%).

3. (26.00%) of the urban working women possess above average leadership qualities as compared to their counterparts (24.00%). However, 65.33% and 65.33% rural working and non-working women have average leadership qualities. Only 8.67% urban working women have poor leadership qualities as compared to urban non-working women (10.67 %).

4. Significant difference was also found between rural working and non-working women on five dimensions of leadership qualities viz., Interpersonal Relations, Understanding of People, Behavioral and Emotional Stability, Adequacy of Communication and Operation as a Citizen.

5. Insignificant difference was found on Values and Ethical Inculcator dimension of leadership qualities.

6. Significant difference was also found between urban working and non-working women on four dimensions of leadership qualities viz., Interpersonal Relations, Understanding of People, Behavioral and Emotional Stability and Operation as a Citizen.

7. Insignificant difference was found on Values and Ethical Inculcator dimension and Adequacy of Communication dimension of leadership qualities.

EDUCATIONAL IMPLICATIONS

1. Leadership Qualities were found low in non-working women. There is a dire need to develop leadership qualities among the non-working women of the society such as Relationship building, Agility and adaptability, Innovation and creativity, Employee motivation, Decision-making, Conflict management, Negotiation, Critical Thinking. They must possess important leadership skills, because a good leader is able to bring out the best abilities in his/her team members and motivate them to work together in achieving a shared goal.

2. Satisfactory Leadership Qualities were found in working women in various areas of leadership abilities like communication skills, team working, managing interpersonal relations, adaptability, decision making etc. But there is also need to update them with innovative leadership

skills and behaviours so that they may enhance productivity from understanding how to bring out the best in teams. Successful leaders are able to transform organizations, enhance value creation, create efficiencies and engage their employees to deliver better results.

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