

LEADERSHIP CHALLENGES OF WOMEN IN VIRTUAL WORK: A COMPARITIVE STUDY BETWEEN IT AND EDUCATIONAL SECTORS DURING COVID -19

Dr. Savitri Jayant G¹, M R Suji Raga Priya²

¹ Professor & HOD, Department of HRM & General Management, ISBR Business School, Bangalore,
profsavitri.j@isbr.in, +91 9948817181

² Research Associate, Human Resource Department, ISBR Business School, Bangalore
ra.hrm@isbr.in, +91 9686077688

Abstract: Women are setting a precedent of diverse, trustworthy, assertive, and powerful leadership on the global level. The countries with female representatives seem to have done especially well in the battle against Coronaviruses. More organizations have found it difficult to move to remote work due to the associated issues, however, ultimately, it turns out, to be good for business, accountability, and openness. Leaders should reconsider decisions in an entirely new way to manner and encourage confidence and cooperation. For this reason, women in positions of leadership will have to change their job roles and organizational structure as a result of the pandemic. The article studies the pandemic's effect on women and how they deal with its effects on the workplace, as well as their style of leadership and leadership outside of work. This paper builds on the findings of an inquiry among women working in IT, and education. A detailed survey and questionnaires have been used to gather the data, which is examined in depth using a comparative/regression analysis. The research also has an acute emphasis on Women who work outside the household, as well as the problems encountered by them in this modern day, and aims to raise and upgrade the level of their leadership.

Keywords: Women, leadership, Pandemic, Challenges

1. INTRODUCTION

The current coronavirus epidemic presents unforeseen challenges to corporate leaders and beyond. People are apprehensive about the COVID-19 toll on the population. Due to the vast scale and extraordinary variability, there is no way to prepare for an outbreak. The catastrophe is not only "local": there is also significant confusion, lack of control, and instability. When leaders perceive a challenge, they may begin to respond to it. It is impossible for them to activate preparations in the event of an emergency. A limited number of company-level office managers cannot work and collect enough knowledge to make decisions well. This is beneficial for teams because it identifies concrete corrective steps that should be taken, and it empowers them by providing a sense of purpose. Although the team network application is widespread, it is worth noting that few companies have experience in using it.

Many different facets of network efficiency are shown by good teams. They are extremely multifaceted it seems that crises tend to arise from practitioners in a number of fields. They are expected to act accordingly. it is not enough to ask for advice; an organization has to organize and optimize the skills of specialists; and these specialists must be engaged to devise and implement and develop plans as well as be upgraded The

ability to engender unity and transparency through the network is leadership. For this, one means, the management must place more power in the hands of the teams and share more information. When faced with a critical case, a leader's primary impulse may be to transfer more decision-making control to his underlings to manage the facts on an unbiased basis of facts alone. Teams are required to comply.

People involved in the crisis: the significance of 'deliberate hope' and 'desperate reconciliation. It is crucial for senior leaders to ensure that they encourage the most competent members of the team to tackle crisis decisions. As decision makers are human, they must be prepared to learn quickly and react quickly to corrective action if they make mistakes. Decision makers will have to be replaced in the event of a disaster. When there is a problem, more members will join the networks of teams. This executives are typically not in charge of running the business. Day-to-to-day disasters are witnessed by members Character is essential to recent catastrophe. During a crisis, it is important for a leader to be capable of uniting the teams towards a mission and willing to formulate questions for investigation. The best thing is to show off a wide range of characteristics. Realism blended with hope is often has been described as an important characteristic. If leaders seem to be too confident in the face of obstacles, they will quickly lose credibility. For people to build faith in the organization, leaders should be shown that they have already found a solution to the crisis, but that they are still dealing with the challenges. If all of the details have been settled, there is more optimism (and can be far less bounded). Act on the assumption that you are not certain: stop making decisions.

As situations develop, as a measure of their effectiveness, leaders should be making efforts to collect intelligence. Factually, this means pausing the crisis, observing multiple views, predicting what might happen next, and coping. At any point during a crisis, it, politicians are forced to act quickly and boldly. However, they are afforded little time to conduct careful evaluation or anticipation prior to moving forward.

Evaluating and predicting is two fundamental ways for effective leaders to lead. One, known as updating, seeks out facts and improvement of plans. A second strategy is to use is to find out what's been done, decide what needs to be done, and then assess whether to change, introduce, or discard what has already been done. Updating and challenging help modern and/futuristic innovations by assuaging leaders'

To be in a leadership position of leadership, Empathy is needed. Using the model allows you to evaluate the implications of your decisions and actions for those individuals, and prepare accordingly helps you Team members who are unable to develop empathy are destined to remain undeveloped, while new leaders cannot be created.

Neither approach has the assurance necessary to encourage others. Life is so much simpler when you know who you are "An open exchange of information is essential for crisis leaders. Keep an open mind on what you do, and what you don't know" Reflective, on-and-routine feedback shows that leaders are tracking the situation

and adjusting their behavior. Realistic, and positive expectations have a profound effect on employees and business partners, inducing them to helping transform the business around. Coronavirus studies businesses and organization around the world. It could have longer-term consequences, making things more difficult than anticipated. The volatility in leadership lets them use a number of tactics to accomplish the goals. Many that work on behalf of their organizations and families will be ready for a larger scale crisis.

2. LITERATURE REVIEW

Gender inequality at senior ranks has long been described as a major problem, according to (Kloot's 2004) report of Australian public sector universities. A way to boost the gender diversity in higher education is to use methods for the retention and recruitment of senior women. This paper gives the details of what happened when three female faculty members were made department heads at a large research university. By the end of the year, all three of them had disappeared entered into a culture of men-oriented management where they had little to no exposure to principles of female management. There were many areas of leadership and differing expectations of job opportunities for women and men. For the older women, gender issues became more evident but did not affect their relationship with the men. The retention of senior women would benefit from increased funding, an increase in transparent processes, and changes in our management.

The advancement of women's leadership has dramatically changed over the years, as shown by (Porterfield et al, 2005) Women always had leadership capacity and desire; but this was, for the most part, under-utilized because of political, fiscal, and cultural constraints. The new results reveal that the typical worker efficiency deficit has greatly narrowed. More recently, a study has shown a significant gender difference in emotional intelligence. Individualism and egalitarianism are unlikely to be affected by change of leadership. In the future, more focus will be directed at women in managerial roles.

According to the observations of Position et al, there have been relatively few studies concerned with gender and public relations. I always employ analysis on gender problems in my public relations studies. Specifically, our study found that women's presence is emphasized in leadership and leadership qualities, as well as women's absence to be cited as causes and women's absence to be seen in leadership roles. This manuscript gives some strategies for promoting female leadership, particularly in conducting research. This involves implications for quantitative processes, models of leadership, attitudes, modes of leadership, transition, and educational approaches.

(Vasavada, 2012) Many women are still moved towards social justice in the home and the college, respectively despite this, women remain underrepresented in leadership roles and, in higher education, an exception relative to males. Sometimes, the differences between how men and women lead are found to be less important than the details of their interactions. Stereotypical assumptions may inhibit their ability to act as leaders. Perceived incongruity

between women's positions in management causes negative evaluations and less favorable comparisons to men. It's becoming clearer that a gender-neutral perspective is insufficient, and we must incorporate societal viewpoints and behavioral norms.

(Chanana et al, 2020) There are several different kinds of female leadership, including collaborative and transformational. These issues tend to become more complex when dealing with social and ethnic diversity. We could transform our values and foster new theories of leadership that exhibit greater variance. Although modern leadership theories support a "transformational" and "inclusive" or "out" type, genders and ethnicities may still appear in corporate cultures. In hierarchical and participative management, there is also a struggle between top-down and bottom-up leadership methods. Although leaders are able to establish dominance in such environments, they face similar societal prejudices when doing so in business.

As stated by (Madsen et al, 2018) after analyzing a series of post-secondary educational institutions that struggled to draw competent and high-ability representatives, found Another possible reason for the continued scarcity of well-qualified candidates is that few women in higher education today are being given opportunities to advance to do so. This is a synopsis of the relevance and interconnections of human resources, leadership, higher education, and women's initiatives in higher education. The article serves to show the issue in its entirety, the point that's being made, the strategy that's used, and how crucial the skill is. Concerns about the absence of women in higher education in administration are addressed, and this Special Subject is presented in a straightforward and succinct manner. This may be a reference list for academic scholars and clinicians on women's leadership in higher education, and related programs.

(Surawicz et al, 2016) conducted a survey to find out the percentage of females in leading positions in medical school and medical college administration. There are several explanations for the gender gap in the academic fields of medicine. A single subject is composed of two subjects: two subjects are formed by an invisible wall of glass and a leaky pipe. The loss of women faculty in both places of higher education and career progression along the pipeline appears to be an issue. Problems related to glass ceilings may exist on either of two levels: bias in the culture or in the structure. Women's leadership development needs can be supported by enabling work-life balance.

Bhattacharya et al, (2018), explores the most important factors that support female leadership in India's IT and IT-enabled service industries. Following several case studies, an interview-based approach to inquiry and collected descriptive evidence with semi-structured interviews the research established vital factors that aid in women's advancement. These results can help organizations recruit, retain, and expand the number of women talent that is diverse and empowering.

(Chin, 2011) says that considering the gender leadership roles, the majority of women serve in lower-level

academic positions The challenge that many women face is the tension between their personal and professional identities Because being excluded from higher positions in academia is not an indication of discrimination against a woman, it follows that there should be no discrimination against women in academia. The UGC has launched a national scheme to empower women in varied occupations. The advancement of gender inclusivity has a beneficial consequences for gender equality. The project has encouraged many women and built a widespread support network for them.

3. OBJECTIVES OF THE STUDY

- 1) To Study Challenges faced by Women in leadership Role while working virtually in Educational & IT sector.
- 2) To examine the impact of Women working in virtual environment on productivity levels.

4. RESEARCH METHODOLOGY

This paper is about the study of challenges of women in leadership roles during pandemic. Primary data is collected through a set of questionnaires during the month of Jan – March 2021 from employees who are working from home in Educational and IT Sector for about six months. Secondary Data is collected through Newspapers, Magazines, and Research papers published from 2004 to current year. Data Sampling Size was 250 respondents, With IT & Educational Sector. Non Probability Random Sampling Technique is used. SPSS software is used to analyses data.

5. DATA ANALYSIS AND INTERPRETATION

IT SECTOR

Table 1

Model	Variables Entered	Variables Removed	Method
-------	-------------------	-------------------	--------

1	Job Satisfaction, Communication, Management Support, Knowledge flow ^b	.	Entered
---	--	---	---------

a. Dependent Variable: PRODUCTIVITY

b. All requested variables entered.

Table 1 shows variables entered and removed, the entered variable are Job Satisfaction, Communication, Management Support, Knowledge flow which are independent, the dependent variable is Productivity. The independent variables depends on the Productivity

Table 2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.806 ^a	.753	.750	4.247

a. Predictors: (Constant), Job Satisfaction, Communication, Management Support, Knowledge flow

Table 2: Shows model summary with R value = 0.806, R Square value = 0.749and Adjusted R value is 0.750, Std. Error of the estimation is 4.247 and predicts the independent values are highly significant. Since R value is 80% valid, highly significant and therefore Independent variable is highly fit and significant.

TABLE 3

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
-------	----------------	----	-------------	---	------

1	Regression	11556.798	4	2889.199	160.213	.000 ^b
	Residual	6239.584	346	18.033		
	Total	17796.382	350			

a. Dependent Variable: PRODUCTIVITY

b. Predictors: (Constant),

Table 3: Here $P < 0.005$ which signifies that overall regression model statistically significant which shows a good model for the data.

Educational Sector

Table 4

Model

Variables Entered			
1	Job Satisfaction, Communication, Management Support, Knowledge flow ^b	.	Entered

a. Dependent - Variable:

PRODUCTIVITY

b. All requested variables entered.

Table 4 - the entered variable are which are Job Satisfaction, Communication, Management Support, Knowledge flow independent, the dependent variable is Productivity. The independent variables depends on the Productivity

Table 5

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.610 ^a	.692	.690	.562

a. Predictors: (Constant), Job Satisfaction, Communication, Management Support, Knowledge flow

Table 5: Shows model summary with R value = 0.610, R square value is 0.692 and Adjusted R value = .690, Std. Error of the estimation is 0.592 and predicts the independent values are significant. Since R value is 61% valid, significant and therefore Independent variable is highly fit and significant.

Table 6

ANOVA^a

Model	Sum of Squares	df	Mean Square		Sig.
Regression	11902.322	4	2975.581	9405.873	.000 ^b
1 Residual	45.871	145	.316		

Total	11948.193	149			
-------	-----------	-----	--	--	--

a. Dependent Variable: PRODUCTIVITY

a. Predictors: (Constant), Job Satisfaction, Communication, Management Support, Knowledge flow independent

Table 6: Here the $p < 0.05$ and we find a strong overall regression which is a good and significant fit for the data.

6. CONCLUSION

Pandemic has thought us that Work from home is possible and feasible. Virtual organizations are developing in both IT and Educational Sector. Work from home is feasible and is effective in terms of production. There are more also upcoming opportunities as well to explore in different organizations. It is evident from the result that women in the leadership roles while working from home in IT sector have productivity levels higher when compared to Educational Sector. Therefore Virtual working in IT Sector is not new, as the concept of Technology adaptation and Work from home has been in practice from years but when compared to Educational Sector the virtual working is new and adapting to technology was a challenge. Therefore the productivity levels from IT sector remained the same, but in educational sector the productivity levels fluctuated and dropped down. From the Regression Analysis in IT sector R value = 0.806, R Square value = 0.749 and Adjusted R value is 0.750, Std. Error of the estimation is 4.247 and predicts the independent values are highly significant. Since R value is 80% valid, highly significant and therefore Independent variable is highly fit and significant. In Educational Sector, R value = 0.610, R square value is 0.692 and Adjusted R value = .690, Std. Error of the estimation is 0.592 and predicts the independent values are significant. Since R value is 61% valid, significant and therefore Independent variable is highly fit and significant.

REFERENCES

1. Chin, J. L. (2011). *Women and Leadership: Transforming Visions and Current Contexts. In Forum on Public Policy Online (Vol. 2011, No. 2). Oxford Round Table. 406 West Florida Avenue, Urbana, IL 61801.*

2. Kloot, L. (2004). *Women and leadership in universities: a case study of women academic managers*. *International Journal of Public Sector Management*.
3. Bhattacharya, S., Mohapatra, S., & Bhattacharya, S. (2018). *Women advancing to leadership positions: a qualitative study of women leaders in IT and ITES sector in India*. *South Asian Journal of Human Resources Management*, 5(2), 150-172.
4. Chanana, K. (2020). *Women and leadership: Strategies of gender inclusion in institutions of higher education in India*. In *Strategies for Supporting Inclusion and Diversity in the Academy* (pp. 141-162). Palgrave Macmillan, Cham.
5. Place, K. R., & Vardeman-Winter, J. (2018). *Where are the women? An examination of research on women and leadership in public relations*. *Public Relations Review*, 44(1), 165-173.
6. Porterfield, J., & Kleiner, B. H. (2005). *A new era: Women and leadership*. *Equal opportunities international*.
7. Surawicz, C. M. (2016). *Women in leadership: why so few and what to do about it*. *Journal of the American College of Radiology*, 13(12), 1433-1437.
8. Longman, K. A., & Anderson, P. S. (2016). *Women in leadership: The future of Christian higher education*. *Christian Higher Education*, 15(1-2), 24-37.
9. Madsen, S. R. (2012). *Women and leadership in higher education: Learning and advancement in leadership programs*. *Advances in developing Human resources*, 14(1), 3-10.
10. Vasavada, T. (2012). *A cultural feminist perspective on leadership in nonprofit organizations: A case of women leaders in India*. *Public Administration Quarterly*, 462-503.