

# Women Leadership and Work Special Effects: Role of Organization Support Pakistan

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## ABSTRACT

The purpose of this study is to highlight that senior management is avoiding women from key leadership positions, also avoiding their entry to higher education institutions. Moreover, senior management doesn't allow them to learn skills through administrative techniques that help them to build their leadership role and confidence. Based on equity theory, this research examines the impact of women's leadership on work special effects with the moderating role of organization support. Data were collected from private and public sector universities of Khyber Pakhtunkhwa through a survey questionnaire. Based on 294 respondents' responses the study found a significant association with women leadership and work special effect (AC, WP). The moderation analysis shows that the moderator significantly and positively moderates the relationship between WL and WSE. This research is the first to validate a women leadership scale in Khyber Pakhtunkhwa.

**Keyword:** *Leadership, Women, Work Performance, Organization, Institutions, Khyber Pakhtunkhwa*

## 1 Introduction

Pakistan is an Islamic country that acts by sharia law. The religion of Islam gave rights to women's education and takes the prospect of basic demand as well as assists in all parts of life. According to this, womanhood advancement in work, and societies more restraints were dogged in social events and social values, and not basic assertions rights of women. However, these values and respects of societies could affect women's basic rights while these trends not only affect the women leadership of Khyber Pakhtunkhwa as well as all over the world. Several past studies investigate to maintain a situation of leadership for women. The requirements of Leadership are continuously growing as people are confronting numerous issues in their personal, political, professional, and religious aspects of life. Serious needs and wants of the society's needs speedy attention of the leadership advancement (Bennis & Goldsmith, 2003). Beneath, such circumstances women have come to the frontline and take up numerous leadership roles that talk about society's needs. Now a day, women manage difficult and many roles to accomplish their everyday jobs task and also play an important role in any organization's development.

Initially, the women's role as unfashionable home-makers went not recognized as the society was unsuccessful to note the leadership degree which was needed to handle difficulties of families (Watson, 2000). But now a day, women have evolved from their conventional garb and Make major decisions to bring about change in leading businesses. Myers, Mcaulley & Most,(1985) pointed out, based on these preferred areas, different characteristics and interests of leadership style vary from one person to another. For women, they can influence that makes them a great leader. Hence, women leadership suffers from several threats addressed in the followed section by initiatives of leadership training that can be taken to challenge the problems that impede women's leadership development and also gives opportunities to female as compared

to male and this study states that, despite years of development, women often remain a negligible part of the overall workforce and without organizational support.

This research is aimed to draw the gap and measure the moderating roles of organization support in the impact of Women Leadership on work special effect in the higher education institutions of Khyber Pakhtunkhwa. Therefore, we proposed that

**H1:** Women leaders have positive effect on administrative creativity.

**H2:** women leaders have positive effect on work performance.

**H3:** organizational support significantly moderates the relationship between women leadership and work special effect.

#### Theoretical study

In the academic sectors, one of the major issues, that women faced was there are certain inequalities in gender. The gender inequality widely spread in academic institutions is one of the main factors behind the absence of women leadership (Airini et al., 2011). But Barriers to women's leadership require socialization and stereotyping. The traditional roles assigned to women often impede their growth opportunities as they should not consider women's strengths and experience in dealing with diverse issues. Major challenges are that women are less successful, less effective, or less competent which affects women's leadership. Moreover, Individual issues such as family life and lifestyle need appropriate management skills and additional workload also obstructed the skill of women's leadership. A compared to women, societal barriers and office policies often provide superior opportunities to men. This is one of the key reasons why women face difficulties in leadership. In last, Women do need to be acknowledged for the work role to accomplish by them, and when peoples fail to recognize their leadership abilities then it impacts their self-respect and trust (Airini et. al., 2011).

#### Equity Theory

A theory of justice theorist, John Rawls, suggests that justice and equity between peers have an impact on their behavior. When they compare themselves, he suggests they are concerned in establishing equity with the other colleagues (Rawls, 1971). Equity theory examines human relationships and assumes in certain situations, people will notice the inequity, and the perception of inequality will inevitably create various forms of distress, causes the individual to react in ways that attempt to place the equity (Pritchard, 1969). The suggestions of justice theories are powerful for this research since women in Khyber Pakhtunkhwa higher education institution may relate themselves to male counterparts when their qualifications and experience are taken into account. They clearly want to be decision-makers in the women's section of their universities, but they lack the authority to do so.

#### 1.3 Frame work

The variables of this research study are composed of one independent (Women leadership), two dependents (Administration Creativity and Work Performance), and one moderator (Organizational Support).

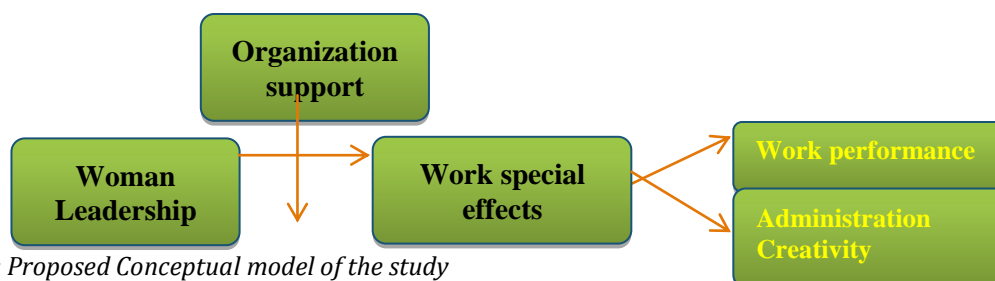


Figure: Proposed Conceptual model of the study

### 3 Methodology

#### 3.1 Study population, Sample, and data collection

The sample of this research derives from 8 private and public sector universities i.e., *Bannu University of science and Technology (34)*, *Qurtaba University of science and Information technology (25)*, *Khushal Khan Khattak University (39)*, *CECOS University (35)*, *University of Peshawar (51)*, *Sarhad University of Science and Information Technology (29)*, *Abdul Wali Khan University (37)*, *The University of Agriculture Peshawar (44)* which are recognized with the Higher Education Commission (HEC) of Pakistan. This study used the purposive sampling technique and the major respondents for this study were Deans, Chairmans, heads of the departments, directors, professors, from higher education institutions that have extensive experience and education. For data collection, this study used both mails and online survey questionnaires. Utilized 1220 questionnaires; a collection of data from both techniques obtained 385 given back responses (31.5% response rate) and only 294 questionnaires (24.0 %) were considered usable for this research.

#### *Personal detail of study respondents*

Table no 1	Female group	Frequencies	Percentage%
<b>Ages</b>	20-30 years	67	22.8%
	31-40 years	77	26.2%
	41-50 years	89	30.3%
	Above 50 years	61	20.7%
<b>Occupied designation</b>	Lecturer	74	25.2%
	Assistant Professor	97	32.9%
	Associate Professor	68	23.1%
	Professor	55	18.8%
<b>Type of Institutions (HEC recognized Universities)</b>	<i>Universities</i> Private Sector	115	39.1%
	Public Sector	179	60.9%
<b>Total</b>		<b>N-294</b>	<b>100%</b>

#### 3.2 Instruments measurement

*Women leadership, Organizational support, work special effects (i.e. administrative creativity, work performance)*

A scale item developed by Hodges (2017) with eleven items was used to analyze women's leadership. The study scales were modified as per study nature. On the five-point Likert scale, all instruments were graded where 1= strongly disagree and 5= strongly agree. Four-item scales developed by Eisenberger et al., (1986) were followed to measure Organizational Support. Similarly, as per the current nature of the study, the instruments of the scales were updated. For Administration creativity (AC) Zhou and George (2001), an thirteen items scale was followed and Koopmans et al., (2014) scale having five items used to measure work performance.

Questionnaires were administered for data collection on targeted respondent's demographic characteristics

Demographic characteristics	Instrument descriptions	Numbers of instruments
<b>University types</b> Public, private		Question no 1
<b>Designations</b> Deans, Chairmans, HODs, Directors, professors, Assistant professors, Associate professors		Question no 2
<b>Ranks</b> professors, assistant professors, associate professors, lecturers		Question no 3
<b>Experience</b> Less 5 years, from 5 to 10 years, and above 10 years		Question no 4
<b>Size</b> Less 50, from 100 to 150, more than 150		Question no 5
<b>Gender</b> Male, female		Depend on survey both versions

#### 4 Results

##### 4.1 Reliability

Table no 1

Study Constructs	Scale items	Value of Alpha
<b>Women Leadership (IV)</b>	<b>11</b>	<b>.822</b>
<b>Administrative Creativity (DV)</b>	<b>13</b>	<b>.901</b>
<b>Work Performance (DV)</b>	<b>05</b>	<b>.874</b>
<b>Organization Support (MD-V)</b>	<b>04</b>	<b>.839</b>

The reliability test provides full reliability indications of the study instruments. As depicted, the Alpha value of study variables (i.e., WL, AC, and OS) is greater than .7, which tested the reliability of the items. Thus, all the study instruments that were used in this research are reliable. Then, all elements included in this paper for strong reliability values, additionally, we also applied different econometric tests to ensure the validity of the convergent and discriminant validation. The value of the reliability test did not indicate the instruments' validity. Hence, three forms of validity analyses were performed for the validation of the instruments. Experts of instruments and previous studies work have been used to confirm this, but no

statistical method has been found to test such validity (Hair et al., 2010). Factor analysis was conducted for convergent validity confirmation. So, Exploratory Factor Analysis (EFA) was also conducted to determine whether the instruments test coverage into a theoretical concept.

**KMO and BTS test**

Constructs	Variable names	KMO value	BTS value
Independent	Women Leadership	.683	Chi-sq (1091.3) p<.05
Dependent	Administration creativity	.767	Chi-sq (789.7) p<.05
	Work performance	.754	Chi-sq ( 355.1) p<.05
Moderator	Organization support	.807	Chi-sq (743.5) p<.05

Based on the KMO values of all the variables values above .50, So the current study's sample is appropriate. Similarly, Similarly, the BTS values for all variables are significant, indicating that the alternative hypotheses are acceptad.The EFA was used to test for any cross-loading issues of the scale instruments.Based on these findings, all of the items' factor loading values were greater than. 60 (ranging from 0.60 to 0.90).Confirmatory Factor Analysis (CFA) is also used to validate the scales of women leadership and work special effect. Value of the all variables are above .05, confirmed that all the variables retain in the scale.

**4.4 Regression**

Model no	R value	R <sup>2</sup>	Standard error	DW value
1	.738	.544	.633	1.5

**Predictor: WL**

**Dependent Variable: AC**

Model table no	R value	R <sup>2</sup>	Standard error	DW value
2	.686	.470	.657	1.6

**Predictor: WL**

**Dependent Variable: WP**

Regression analysis was illustrated in the above model tables (1, 2). As depicted, the value of **R<sup>2</sup>** is 54%, 47% which indicates that the women leadership explain 54%, 47% variation in the Administration creativity and Work performance.The **DW** value in the range is almost falling. Hence, The **DW** value indicates that there is no problem in our data results.

**Coefficient**

Model table no	Und.Coeff		Std.Coeff	t	p
	B	Std.error	beta		
3					
Constant value	1.24	.149		8.349	.000
WL	.666	.041	.738	16.399	.000

**Dependent variable: AC**

**Coefficient**

Model table no	Und.Coeff		Std.Coeff	t	p
	B	Std.error	beta		
4					
Constant value	1.512	.174		8.712	.000
WL	.592	.048	.686	12.459	.000

### **Dependent variable: WP**

Based on the findings, women leadership will give effect on staff performance with the values of beta in the model tables (1, 2) of 0.73, and 0.68. The value of beta for women leadership is 73% and 68% indicates how strong the effect of women leadership toward work special effect. Hence, hypotheses, H1, H2 are accepted. The *t* and *p* values confirmed that there was a significant and important effect of the women leadership on the administrative creativity and work performance.

### **Moderation analysis**

*Association between Women Leadership and work special effect with moderating effect of Organizational support*

R	R-Square	MSE	F-Statistics	df1	df2	P-Value
.7	.5	14.6	78.7	3.00	233.00	.000

### **Outcome:WSE**

The above table shows that R<sup>2</sup> value is .5 which clearly indicated that the women leadership was significantly 50% explained the work special effect variation under the effect of organizational support as moderating variable.

### **Coefficient**

Model no 1	Coeff	Se.	t	p	LLCI	ULCI
Constant	54.5	.3	196.6	.00	54.0	55.0
OS	13.35	2.9	4.50	.00	7.07	19.63
WL	2.0	.2	12.3	.00	1.7	2.3
Int_1	.1	.0	2.5	.00	.01	.2

The above table shows, the moderation analysis between Women leadership and work special effect (AC, WP) under moderation effect of organizational support. As shown in the above table, organizational support has significant and positive relationship with WSE and WL has positive relationship with WSE and the value of p is .00. But we are only interested in the p value of the interaction effect in this sense. The moderator (OS) moderates the relationship between the independent and dependent variables if the interaction effect (int\_1) because the p value is significant. Here, the value of p of int\_1 is significant. It means that organizational support moderates the relationship of women leadership and work special effect.

## **5 Discussions and Conclusion**

Previous research studies give an appreciative understanding to the existing literature regarding women's leadership (Hejase et al., 2013; Kattan et al., 2016; Gipson et al., 2017). Both researcher and senior management are trying to account for the factors affecting leadership opportunities of women representatives. There's no doubt that women have made a lot of progress from the discrimination and difficulties, they suffered in the previous century in terms of obtaining an education and actively looking for work. It is no longer surprising to have a woman lead a public university, manage a business department, or work as the dean of a state university, etc. Women have nearly achieved the top of the pyramid, managed to overcome the majority of the obstacles to those positions. Still, whether it comes to being hired, being promoted, mentoring, or joining those sectors, there is always a fair amount of inequality. Certain occupations (military organization, high business office, the presidency, etc.) are also seen as demanding feminine qualities, which prevents women from joining those fields (Lips, 2009).

However, besides this, our research studies conclude that women's leadership has a significant effect on work special effect. Additionally, the moderator organizational support positively moderates the effect. But the senior management still avoiding key opportunities for women also refuses their access to a higher educational institution and not allows them to build developing skills by administrative technique. Moreover,

the positive effect clearly shows that women representative need organizational support to establish their leadership role and confidence in the higher educational institution of Khyber Pakhtunkhwa.

#### Limitation and Future studies

Despite the current research's novel contributions, numerous limitations must be addressed. First, the findings are focused on data gathered from higher educational institutions in a single province of a country Pakistan, i.e., Khyber Pakhtunkhwa, and exclude other staff working in other institutions in the country. This could affect the generalizability of the study found. To get around this limitation, future study is needed on women representatives from the diverse area. Secondly, using a cross-sectional study design limits our ability to investigate the causal association and may contribute to specific method bias. Hence, to achieve good results and prevent common method bias, researchers should use longitudinal or time-lag research designs in the future. Third, we studied in the current research only a few variables and their relationship with leadership, administration, management, and flop to reflect other personal and organizational variables like social culture, education, pay structure, training, and that may also affect the women leadership development. In last, we choose only women representatives from educational institutions, ignore other forms of institutions. Future study may conduct a similar nature of study by choosing a diverse sample size that includes women managers in manufacturing and service providing companies.

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