

Gender, Leadership and Emotions: Perception of Educational Leaders of Higher Education Institutions

Kiran Hashmi
PhD Scholar
Iqra University

Dr. Muhammad Yousuf Sharjeel
Associate Professor
Hamdard University

Abstract

The purpose of this paper was to understand the various factors that are associated with the emotional aspects of male and female on job designated educational leaders (DELs) in the higher education institutions (HEIs) in Pakistan. In this paper, attempt was made to investigate the emotional usage, maturity, displays and factors influencing emotionality within male and female DELs within institutions. The study was carried out in the cosmopolitan city of Karachi with a selected sample of six public and private sector HEIs. The data was collected from 36 designated educational leaders working at the three levels of executive, administrative and operative levels. Equal number of males and females respondents was selected through specified criteria of academic qualification, experience and years of service in various levels of leadership within higher education institutions. A standardized questionnaire STEM by Levine et al (2011) was adapted and renamed as Emotional Experience Questionnaire EEQ for data collection from both males and females designated educational leaders. Questions were related to the use of basic set of positive and negative emotions for three approaches of decision making, human relations and goal orientation for institutional functioning. The results were analyzed through SPSS version 22 using statistical tests of descriptive analysis for frequency distribution, correlation for exploring relationship between the variables and t-testing to

compare group means of male and female DELs of HEIs. The results showed that the males designated educational leaders were not significantly better in effective institutional functioning than their female counterparts. Administrative experience, position, age and nature of service have no influence on the emotional maturity and displays of both male and female DELs in HEIs.

Key Words: Educational Leaders, Emotional Maturity, Higher Education Institutions, Institutional functioning Approaches