

 <p>ISSN NO. 2320-5407</p>	<p>Journal Homepage: -www.journalijar.com</p> <h2 style="text-align: center;">INTERNATIONAL JOURNAL OF ADVANCED RESEARCH (IJAR)</h2> <p style="text-align: center;">Article DOI:10.21474/IJAR01/12149 DOI URL: http://dx.doi.org/10.21474/IJAR01/12149</p>	 <p>INTERNATIONAL JOURNAL OF ADVANCED RESEARCH (IJAR) ISSN 2320-5407 Journal Homepage: http://www.journalijar.com Journal DOI:10.21474/IJAR01</p>
---	---	---

RESEARCH ARTICLE

MANAGERIAL SKILLS AND LEADERSHIP QUALITIES FOR COMPETENCIES OF WOMEN LEADERS IN SUC's AND PRIVATE HEI's IN CALABARZON

Dr. Zenaida O. Vitaza
Laguna State Polytechnic University.

Manuscript Info

Manuscript History

Received: 10 October 2020

Final Accepted: 14 November 2020

Published: December 2020

Key words:-

Managerial Skills, Leadership Qualities,
Competencies, Women Leaders, Sucs
and Private Heis

Abstract

Under R.A. 7722, CHED is mandated to promote quality education, ensure the development of responsible and effective leadership, & the education of highlevel professionals, among others. Hence, this study investigated the correlation of managerial skills and leadership qualities of women leaders which is paramount in topmost positions in the academic community. Descriptive survey method was utilized, and the unit analysis of data was processed using the SPSS software which determined the relationship of managerial and leadership qualities for competencies of women leaders. The respondents were 150 one hundred fifty women managers/leaders and members of the academic council from SUCs and private HEIs in Region IV-A. It was found out that women leaders' managerial skills were very high level in terms of conceptual skills, human relations and technical skills. Their leadership qualities such as commitment, communication skills, consistency, ethical values and paralegal knowledge were also found very high level. With respect to women competencies in terms of respect to conflict management, professional competence, quality management and social competence, & work competence women leaders were also found of very high level. Generally, all the correlation testing of the independent and dependent variables had shown significant relationships.

Copy Right, IJAR, 2020,. All rights reserved.

Introduction:-

Management in essence is dealing about life. Its decisions made, carried plans, head-on directions, and chartered policies affect directly and indirectly the well-being of those people within the organization and for which it is intended to serve. Whether this organization's purpose is promptly implemented effectively, delayed, deviated or fulfilled these can be traced primarily on the quality of its manager or leaders. Therefore, the immense necessity for a well-rounded manager/leader is highly required in order to flourish the existence of an organization.

Leadership constantly presents challenges both to the leader's abilities particularly to a woman leader who is said to always be a weaker gender especially when it comes to decision making and to her as a person. Nevertheless, everything change, change brings challenge, and no matter how good a leader she is, she can't stop that from happening. How she handles those challenges will define her as a leader and have a great deal to do with how effective she can be. Some challenges come in the form of people or problems that present obstacles to reaching a goal. Far more come from within the leader herself, or from the situation of simply being a leader.

Corresponding Author:- Dr. Zenaida O. Vitaza
Address:- Laguna State Polytechnic University.

Hence, in the academic community, the managerial and leadership qualities for competitiveness of women are paramount to this study. It can be observed of the extensive participation of women in the different workplaces. In the industries, it is also noticeable that most women are in top most positions; the CEOs/chief executive officers. On the other side of the arena, the academic community in universities, CALABARZON specifically, the top officials are Women Presidents, supported by the Vice Presidents, Deans, down to directors, unit heads and coordinators. They are considered frontlines, the prime movers as top managers, middle managers and leaders as well. They act as the leader of the team with faculty working with them seeking cooperation likewise, giving full support when need arises. The reputation of the institution, whether public or private, and the position held in the society rest in large measure on the influence that the women managers exercise over her colleagues, students, parents, and the general public. Women leaders are also the chief inter-linking source between the academe and the community.

Parallel to these, as managers, women in particular are the subjects of the study in the sense that the researcher has in mind of the qualities that makes them good and ideal leaders or managers. Objectively, this is to prove what has some researchers say that women tend to be more participative, relationship-oriented while men are more tasks oriented. However, others say that men and women leaders are more alike than different because they do the same things, so equally they are equally effective leaders.

Statement of the Problem:

This study was conducted to find out the correlation of Managerial Skills and Leadership Qualities for Competitiveness of Women in Management of selected SUCS and Private HEIs in CALABARZON. Specifically, it sought answers to the following questions:

1. What is the profile of the respondents in terms of academic rank, civil status educational attainment, length of service, and work experience?
2. What is the mean level of Managerial Skills among Women Leaders of SUCs and Private HEIs in CALABARZON in terms of conceptual skills, human relation skills, and technical skills?
3. What is the mean level of Leadership Qualities among Women Leaders of SUCs and Private HEIs in CALABARZON in terms of commitment, communication, skills, consistency, ethical values, and paralegal knowledge?
4. What is the mean level of Competencies of Women Leaders of SUCs
5. and Private HEI's in CALABARZON with respect to conflict management, professional competence, quality management, social competence, and work competence?
6. Do Managerial Skills and Leadership Qualities of Women Leader singly or in combination have significant relationship to their Competencies?

Methodology:-

Descriptive statistics such as frequency count, percentages, means, range and standard deviation were employed to determine the relationship of Managerial, and Leadership Qualities for Competencies of Women Leaders in SUCs and Private HEIs in CALABARZON. As a descriptive survey, this study analyzed and described Women Leaders' Competencies in relation to Managerial Skills and Leadership Qualities. This study also tried to establish the relationship of independent variables as determined from the different SUCs and Private HEI's in CALABARZON. Descriptive research includes studies that support the present facts concerning the nature and status of anything. It concerned with the description of data and characteristics of a population and acquisition of factual, accurate and systematic data used in averages, frequencies and similar statistical calculations. The unit analysis of data was processed using Statistical Package for Social Science (SPSS) software version 18.0 along MS Excel.

This study employed random sampling. Under this scheme, the sampling units were selected subjectively by the researcher, to obtain a sample as the representatives of the population. The chance that a particular sampling unit selected as the sample depends upon the subjective judgment of the researcher. (Zulueta, et al., 2003).

The questionnaire checklist was the instrument used in gathering the necessary data. It was employed to come up with the respondents' evaluation. Four (4) instruments were used in the study, to wit; 1.) Profile, 2.) Managerial Skills, 3.) Leadership Qualities, and 4.) Competencies. In testing the validity of the instruments, the first draft was prepared and submitted to the adviser for critiquing. Permission was sought from SUCs in Region IV-A to conduct the study and to request for endorsement for the distribution of the questionnaires to the campus administrators. This was done to personally clarify salient points of the questionnaires, for clear understanding of things stated in it and to ensure that the given questionnaires were answered.

Statistical tools like Frequency and Percentage were used to determine the distribution the Profile of the respondents. Weighted Mean was also used to determine the level of perception of the two groups of respondents on the relationships of the Managerial Skills and Leadership Qualities on academic matters. Similarly, Pearson Product Moment Coefficient of Correlation and Correlation matrix were used to compute the relationship between the Management Skills and Leadership Qualities, while Multiple Regressions were used in finding which variables singly or in combination have significant relationship to their Competence as moderated by their professional profile. Finally, T-test and One-way ANOVA with F-test were also used to determine the responses of dean, directors, unit heads, chairperson, and coordinators of the university.

Result and Discussion:-

Profile of Respondents by Academic Rank: Seventy-one (71) of the respondents used in the study obtained the rank of Assistant Professors or 47% of the total population, seventy (70) are Associate Professors or 47%, and the remaining 6% or nine (9) respondents are Full-fledge Professors, a total of one hundred fifty (150) women leaders.

Profile of Respondents by Civil Status: One hundred ten (110) of the 150 respondents or 73% women leaders were married, 31 of them or 21% are single, and only 9 or 6% were widow.

Profile of Respondents by Highest Educational Attainment: A total of 89 or 60% of the total respondents were doctorate degree holders, 41 or 27% were master's degree holders, 15 or 10% have complete academic requirements, and the remaining 5 or 3% of them were baccalaureate degree holders

Profile of Respondents by Length of Service: The length of service of 1 year to 5 years comprised about 43% or 64 out of 150 respondents. Years in service of 6 to 10 years and 11 to 15 years followed with 38 or 25% and 29 or 19%, respectively, while 16 to 20 years, and 21 years and above were the least number of years in service at 11 or 8% and 8 or 5%.

Managerial Skills of Women Leaders in Terms of Conceptual Skills: The Mean Level of Conceptual Skills of Women Leaders among SUCs were as follows: URS at 4.51, SLSU at 4.50, BatSU at 4.49, LSPU at 4.15, and CavSU at 4.13. More so, Private HEIs got the following scores: SHC at 4.65, AUP at 4.64, FAITH at 4.60, UPHS at 4.52, and TCM at 4.50. This indicator obtained a Grand Mean of 4.42.

Managerial Skills of Women Leaders in Terms of Human Relation Skills: In terms of Human Relation Skills of Women Leaders among SUCs, URS obtained a mean of 4.49, SLSU got 4.45, BatSU got 4.42, CAVSU got 4.25, and LSPU got 3.95. Among Private HEIs, AUP got 4.45 Mean Level of Human Relation Skills, FAITH got 4.39, SHC and TCM both got 4.33, and UPHS got 4.15. This indicator obtained a Grand Mean of 4.34.

Managerial Skills of Women Leaders in Terms of Technical Skills: The Mean Level of Managerial Skills of Women Leaders in Terms of Technical Skills in SHC was 4.85, in FAITH was 4.61, in SLSU was 4.48, in URS was 4.45, in BatSU was 4.42, in CavSU was 4.34, in AUP was 4.32, in TCM was 4.20, in UPHS was 3.80, and in LSPU was 3.79. This indicator obtained a Grand Mean of 4.33.

Leadership Qualities of Women Leaders in Terms of Commitment: Of the five SUCs in the region, SLSU marked 4.71 Mean Level of Leadership Qualities among Women Leaders in terms of Commitment. This was followed by URS with 4.66, CavSU with 4.52, LSPU with 4.51, and BatSU with 4.49. In comparison, both AUP and TCM scored 4.82 Mean Level of Commitment, followed by FAITH with 4.80, SHC with 4.62, and UPHS with 4.32. This indicator obtained a Grand Mean of 4.61.

Leadership Qualities of Women Leaders in Terms of Communication Skills: Of the ten SUCs and Private HEIs in CALABARZON, FAITH scored 4.80 Mean Level of Leadership Qualities of Women Leaders in terms of Communication Skills. This was followed by AUP with 4.79, SHC with 4.69, URS with 4.67, SLSU with 4.59, TCM with 4.52, BatSU with 4.47, CavSU with 4.33, UPHS with 4.25, and LSPU with 4.15. A Grand Mean of 4.51 was obtained by this indicator.

Leadership Qualities of Women Leaders in Terms of Consistency: As an indicator of Leadership Qualities of Women Leaders, SHC got 4.77 Mean Level of Consistency among Private HEIs. This was followed by both AUP and TCM at 4.61, UPHS and FAITH at 4.17. Among SUCs, BatSU got 4.6 Mean Level of Consistency, followed by

CavSU with 4.51, URS with 4.45, SLSU with 4.34, and LSPU with 4.13. A Grand Mean of 4.56 was obtained in this indicator.

Leadership Qualities of Women Leaders in Terms of Ethical Values: Having obtained 4.77 Mean Level of Ethical Values as indicator of Leadership Qualities among its Women Leaders was FAITH, followed by AUP with 4.72, URS with 4.67, SHC with 4.63, SLSU with 4.59, TCM with 4.45, BatSU with 4.42, CavSU with 4.34, UPHS with 4.31, and LSPU with 4.20. This indicator also obtained a Grand Mean of 4.51.

Leadership Qualities of Women Leaders in Terms of Paralegal Knowledge: The Mean Level of Leadership Qualities of Women Leaders in terms of Paralegal Knowledge in SUCs included that of SLSU at 4.56, URS at 4.49, BatSU at 4.46, CavSU at 4.19, and LSPU at 4.03. Private HEIs also obtained the following Mean Level of Paralegal Knowledge with AUP at 4.83, FAITH with 4.73, SHC with 4.72, TCM with 4.45, and UPHS with 3.68. The Grand Mean of 4.41 was obtained by this indicator.

Competencies of Women Leaders with Respect to Conflict Management: The Mean Level of Competencies of Women Leaders as to Conflict Management among SUCs were as follows: URS with 4.55, CavSU and SLSU with 4.44, BatSU with 4.34, and LSPU with 4.16. More so, Private HEIs got the following scores: AUP with 4.64, FAITH with 4.59, SHC with 4.52, TCM with 4.37, and UPHS with 4.09. This indicator obtained a Grand Mean of 4.41.

Competencies of Women Leaders with Respect to Professional Competence: The Mean Level of Competencies of Women Leaders in Terms of Professional Competence in AUP was 4.80, in SHC and TCM were 4.76, in FAITH was 4.73, in BatSU was 4.72, in URS was 4.67, in SLSU was 4.56, in CavSU was 4.51, and in LSPU was 4.21. This indicator obtained a Grand Mean of 4.60.

Competencies of Women Leaders with Respect to Quality Management: Of the five SUCs in the region, SLSU marked 4.52 Mean Level of Competencies among Women Leaders in terms of Quality Management. This was followed by BatSU with 4.41, URS with 4.28, LSPU with 4.23, and CavSU with 4.20. In comparison, among Private HEIs, FAITH scored 4.57 Mean Level of Competent Quality Management, followed by AUP with 4.49, SHC with 4.44, TCM with 4.24, and UPHS with 4.08. This indicator obtained a Grand Mean of 4.34.

Competencies of Women Leaders with Respect to Social Competence: Of the ten SUCs and Private HEIs in CALABARZON, AUP scored 4.60 Mean Level of Competencies of Women Leaders in terms of Social Competence. This was followed by URS with 4.59, FAITH with 4.55, SHC with 4.49, BatSU with 4.48, TCM with 4.44, SLSU with 4.42, CavSU with 4.33, UPHS with 4.11, and LSPU with 4.09. A Grand Mean of 4.41 was obtained by this indicator.

Competencies of Women Leaders with Respect to Work Competence: As an indicator of Competencies of Women Leaders, FAITH got 4.75 Mean Level of Work Competence among SUCs and Private HEIs. This was followed by AUP at 4.71, SLSU at 4.61, URS at 4.57, SHC at 4.53, BatSU at 4.51, TCM at 4.48, CavSU at 4.36, LSPU at 4.31, and UPHS at 4.25. A Grand Mean of 4.50 was obtained in this indicator.

Relationship of Managerial Skills and Leadership Qualities of Women :Leaders in term of Professional Competence :Leadership qualities in terms of consistency with beta coefficient of 0.326 and t-value of 3.043 at 0.003 probability level significantly affect the professional competence of women leaders of SUC's and private HEIs in CALABARZON. The adjusted R-squared of 0.649 indicates that 64.9% of professional competence of women leaders is explained by their leadership qualities in terms of consistency. The F-value of 35.40 is significant at 0.000 probability level.

Relationship of Managerial Skills and Leadership Qualities of Women: Leaders in terms of Work Competence: Leadership qualities in terms of communication skills with beta coefficient of 0.314 and t-value of 3.427 at 0.001 probability level significantly affect the work competence of women leaders of SUC's and private HEIs in CALABARZON. The adjusted R-squared of 0.703 indicates that 70.3% of work competence of women leaders is explained by their leadership qualities in terms of communication skills. The F-value of 45.102 is significant at 0.000 probability level. Managerial skills and other leadership qualities such as consistency, commitment, ethical values, and paralegal knowledge show no significant effect in the work competence of women leaders.

Relationship of Managerial Skills and Leadership Qualities of Women: Leaders in terms of Social Competence Managerial skills in terms of human relation skills with beta coefficient of 0.195 and t-value of 2.646 at 0.009 probability level and leadership qualities in terms of communication skills with beta coefficient of 0.372 and t-value of 4.139 at 0.000 probability level significantly affect the social competence of women leaders of SUC's and private HEIs in CALABARZON. The adjusted R-square of 0.714 indicates that 71.4% of social competence of women leaders is explained by their managerial skills in terms of human relation and leadership qualities in terms of communication skills. The F-value of 47.588 is significant at 0.000 probability level.

Relationship of Managerial Skills and Leadership Qualities of Women: Leaders in terms of Conflict Management: Managerial skills in terms of technical skills with beta coefficient of 0.160 and t-value of 2.194 at 0.030 probability level and leadership qualities in terms of communication skills with beta coefficient of 0.299 and t-value of 3.051 at 0.003 probability level significantly has a relation on conflict management of women leaders of SUC's and private HEIs in CALABARZON. The adjusted R-squared of 0.661 indicates that 66.1% of conflict management of women leaders is explained by their managerial skills in terms of technical skills and leadership qualities in terms of communication skills. The F-value of 37.304 is significant at 0.000 probability level.

Relationship of Managerial Skills and Leadership Qualities of Women: Leaders in terms of Quality Management: Managerial skills in terms of human relation skills with beta coefficient of 0.249 and t-value of 2.645 at 0.009 probability level significantly affect the quality management of women leaders of SUC's and private HEIs in CALABARZON. The adjusted R-squared of 0.534 indicates that 53.4% of quality management of women leaders is explained by their managerial skills in terms of human relation skills. The F-value of 22.376 is significant at 0.000 probability level.

Conclusions:-

In the light of the foregoing findings, the following conclusions were drawn.

1. It can be concluded that the mean level of women leaders' Managerial skills such as Conceptual Skills, Human Relations and Technical Skills was rated as "very high level."
2. The mean level of Leadership Qualities such as Commitment, Communication Skills, Consistency, Ethical Values and Paralegal Knowledge among women also got a "very high level."
3. The mean level of Competencies of Women leaders/managers with respect to Conflict Management, Professional Competence, Quality Management, Social Competence, and Work Competence found also to be "very high level."
4. Consistency in terms of Professional Competence; communication skills in terms of work competence; Human relations and communication skills in terms of social competence; Technical Skills and Communication skills in terms of Conflict management; and human relations in terms of quality management found to have significant relationships to women competencies.
5. Therefore, the hypothesis stating that "Managerial Skills and Leadership Qualities have no significant relationships to the Competencies of Women Leaders" is partially accepted. Based on findings, all the correlation testing of the independent and dependent variables had shown significant relationships but not in some aspects of managerial skills and leadership qualities.

Recommendations:-

The foregoing results and inferences of the study yielded the following recommendations.

1. More trainings on leadership be conducted for the enhancement of skills and other competencies for women Leaders to become more competent in managing people in the workplace;
2. Improve the technical know-how specifically in manipulating computers, devices and other multi-media equipment for day to day office routine activities.
3. Give emphasis on ethical values because a leader is required to be friendly, and competent in dealing with people. More so, values are indispensable to expect harmonious working relationship with people in the organization.
4. Develop strong awareness on Paralegal knowledge in leadership because strong management lies on a leader's hand when it comes to decision-making. It must be based on the sound knowledge of the existing policies, and guidelines for prompt and smooth implementation of the school programs and projects.
5. A leader must develop and display innate interest for people in the organization, understand their motives and actions interact effectively with them, and influence others through display of self-efficacy.

6. Develop more the other managerial skills and leadership qualities for a successful if not perfect management to uplift standard or quality management in the workplace through self-reflection, readings of related books on management and attending conferences and trainings for improvement.
7. Further research on management/leadership qualities can be conducted for investigation of other issues and concern that can be added to the findings of this study.

References:-

1. Aldag, Ramon J. et al. Mastering Management Skills A Managers Tool Kit, Thomson South Western, 2005
2. Aquino, Gaudencio V. Curriculum Innovation, Published by National Bookstore, 200
3. Bago, Adelaida L. Supervision of Instruction, the Philippine Perspective CE Publishing, Inc. De La Salle Manila, 2008
4. Daft, Richard L. The New Era of Management International Edition, Thomson Western, 2006
5. Ghillyer, Andrew W., Skills for 21st Century Management, Mc Graw Hills International Edition, 2012
6. Lussier, Robert et al. Organizational Leadership 3rd ed. International Student edition, Thomson South Western, 2007
7. Mison, Ione B et al. Human Behavior in Business Organization, 2010
8. Williams, Chuck, Management 4th ed. International Student Edition Thomson, South Western, 2007
9. Navarro Rosita L. The Graduate School Dean for the 21st Century, published by PAGE– National Journal, Golden Anniversary Special Issue, 2012
10. The Journal, vol.39, no.4, May 2012
11. RA 9710, Magna Carta of Women of 2009, Implementing Rules Regulations, Philippine Commission on Women, 2011
12. Buenafe, Evangeline E. “Management Skills of Teacher-Coordinator and their Relationship to Teacher Performance in Bagumbayan National High School, Taguig City S.Y. 2005-2006” Unpublished Master’s Thesis, Laguna State Polytechnic University, Santa Cruz, Laguna, 2006
13. Ama, Sylvia, S. “Predictors of TESDA-CALABARZON Technical-Vocational Training Institutions’ Performance School Year” 2011-2012. Unpublished Dissertation, Laguna State Polytechnic University, 2013
14. Ampo, Richard C. “Determinants of the Performance of Part-Time Faculty Member in Laguna State Polytechnic University, Santa Cruz Campus, Santa Cruz, Laguna, A.Y. 2005-2006,” Unpublished Master’s Thesis, 2007
15. Baja, Randy M. “The Level of Legal Functions & Educational Leadership and Management Practices in Higher Education Institutions; Basis for Development of a Handbook, Unpublished Dissertation, PNU, Manila, 2007
16. Calaramo, Luzviminda C. “Levels of Motivation of Teachers in Selected Schools in CALABARZON: Effects on Teacher Performance: