

Research on Influencing Factors of Leadership of Female Middle-level Managers in Universities

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Abstract

With the rapid development of society, the environment changes with each passing day. More and more female leaders have the opportunity to show their unique leadership charm. However, female leaders encounter obstacles from many aspects in their career development. This article takes colleges and universities as the research background and female middle-level managers as the research object. By exploring the influencing factors of leadership, this paper establishes a model of the influencing factors of female middle-level managers in colleges and universities, hoping to provide reference for the development and training of female leadership.

Keywords

Colleges and Universities; Female Middle Managers' Leadership; Influencing Factors.

1. Introduction

Relevant research on leadership and management activities have always been inseparable, and many scholars have shown great interest in this. With the emergence of more female leaders in society, women naturally receive high attention from the perspective of gender. However, its related research has been in a relatively marginal area and has not been paid much attention. In actual work, although the number of female leaders has been increasing compared with before, female leaders still face greater difficulties in promotion and management. Therefore, how to identify the factors that affect female leadership among many factors is particularly important, and it is also very useful for the research of developing female leadership.

On the road of career development, managers are always under pressure from many aspects. For women, from a social perspective, it is still difficult for women to break free from the shackles brought about by some traditional values; at the organizational level, in the organizational environment of colleges and universities, there are special characteristics of academic ethics environment, and the three powers of party and government. The college leadership system of joint decision-making, and the middle-level managers play an important role in the connection. As the promoters and practitioners in the actual development movement, the performance of leadership is restricted by different factors; at the family level, women It is necessary to take care of the family and achieve a balance between the two and work. In terms of themselves, women also have the influence of their own career pursuits, personality traits and personal abilities. Therefore, by constructing a model of influencing factors for the leadership of female middle managers in colleges and universities, it can help women find the points of force that can be broken one by one when facing obstacles in such "mazes", so that they can more selectively improve their knowledge reserves and Cultivation of ability and quality, thereby broadening the career path of female managers.

2. Concept definition

2.1 Leadership

Leadership, which means "the ability and necessary quality that a leader needs to have". Domestic and foreign research from different perspectives - management, leadership, psychology, etc., different organizational situations have a lot of definitions of leadership. Different researchers have different

definitions and views on leadership, and Fleishman et al. Mentioned in their papers that up to the middle and late 20th century, there have been more than 60 definitions of leadership and leadership [1]. However, the definition of leadership is still difficult to achieve an accurate and consistent result. It is because of this that many tireless explorations of leadership have been born.

Foreign scholar William Joyce (2003) believes that leadership is the interaction between the two sides to form an effect [2]. James Kuzers and Barry Posner (2005) believe that everyone in an organization can influence others, and at the same time accept the influence of others [3].

Among domestic scholars, Dong Zhongxian (2009), who proposed the connotation of leadership earlier, thinks that leadership is a kind of ability to attract followers, an influence that can make them interact, and an action that can make the members of an organization gather together to work for a common goal [4]. LAN Xumin (2007) believes that leadership also refers to the ability to influence and drive subordinates. And leadership depends on the extent of the impact. At the same time, the scholar believes that there are three decisive factors to achieve this effect: communication, motivation and influence [5]. The five-force model of leadership proposed by the "Science and Technology Leadership Research" research group, in which first is the leader's accurate prediction of the development of the event and the development of the ability to match the emergency plan---foresight; in actual work, The ability to attract and drive the leader-charisma; the ability to influence the behavior of others-influence; correct and decisive decision-making ability-decision-making ability; the ability to control the general direction of the organization's goals-control. This model is a high level of abstraction of leadership, a summary of leadership ability, quality, and characteristics. It is also the result of leadership in China, and it plays an important role in the study of leadership [6].

From the above literature review, it can be seen that, first of all, most scholars believe that influence is an inseparable aspect of leadership. Influence is indispensable in the process of achieving organizational goals. Without influence, it can not produce attraction and driving effect. The use of leadership means the exertion of an invisible influence, that is, to influence followers through the charm of personality. Therefore, there is an equation to describe the complexity and dynamics of leadership activities, that is, leadership (L) = f (leader, follower, situation, leadership goal) [7]. Combined with this equation, it can be seen that this kind of influence occurs between leaders and members, which is a two-way interaction. Moreover, the generation of leadership may be multi-directional, which also stems from the change of the situation, and can not be treated in isolation.

To sum up, the difference between lead and leadership lies in that the scope of lead is greater than that of leadership. In application, lead is a dynamic management process, while leadership is the embodiment of ability and the Leadership traits, which is affected by the situation. In the process of achieving organizational goals, it forms a mutual influence relationship with the leader.

2.2 Female leadership

This paper divides it from the perspective of gender factors, and puts forward a concept of leadership, which refers to the leadership shown by women as the main body. Whether from the perspective of men or women, the essence of leadership is the same. That is to say, they start from the organizational goals, influence or attract the members of the organization through the use of certain leadership ability, and jointly complete the goal process.

However, influenced by some social factors, the proportion of women in the world who are dominated by men is low. For example, there are still serious horizontal and vertical segregation in the EU, and very few women can enter the decision-making level. To this end, the EU's democratic countries have begun their efforts. At the same time, from the beginning of leadership activities to the establishment of leadership science, it has always been a hot spot to explore the differences of male and female leaders' styles and styles in leadership activities from the perspective of gender. We are glad to see that social progress provides a stage for the development of female leaders, and we are not limited to the study of differences, but focus on the female leaders themselves. Although there is still a gap in the number of posts, it is because of this that we need to explore the promotion, training path and influencing factors of female leadership. Hope to show a positive momentum of women's full and

equal participation in the political process and political life. At the same time, the improvement of women's leadership and influence is also an important symbol of social progress and economic development.

2.3 Female middle managers in universities

The research object of this paper is the female middle-level managers in Colleges and universities, which is defined as the person in charge of the party mass organization, secondary colleges and functional departments, who are responsible for teaching, management and scientific research in Colleges and universities.

3. Model establishment

3.1 Composition of leadership

Just like the description of the definition of leadership in the previous article, its composition has not reached a uniformity. The research of human management is complicated, and it has different manifestations according to the organizational environment in which leadership is exerted and the leader. At the same time, it is not difficult to find that most studies agree with the multi-factor theory of leadership structure. There is no big difference in the expression of this in enterprises and institutions. Therefore, this article is mainly based on the five-force model of leadership constructed by the research group of the Chinese Academy of Sciences.

As described in the previous definition of leadership, there is no consensus on its composition. The research on human management is complex, and it is reflected differently according to the organizational environment and the factors led by the leadership. At the same time, it is not difficult to find that most studies agree with the multi factor theory on leadership structure. There is no big difference in the expression of this in enterprises and institutions. Therefore, this paper is mainly based on the leadership five forces model established by the research group of Chinese Academy of Sciences.

Based on the five forces model of leadership, from the definition of the previous concept, influence occupies an important position in the leadership system, so this paper chooses influence as the first dimension in the leadership model. Secondly, as the research object of this paper, the middle-level managers know that they play the role of connecting the upper and lower levels, need to implement the task of high-level decision-making, through the formulation of specific plans and implementation details, and then transfer the detailed content distribution to the grass-roots level, which is specifically implemented by the grass-roots level. Generally speaking, it is responsible for the coordination and control of basic production activities. At the same time, the needs of the grassroots need to be conveyed to the higher levels. Therefore, it can be regarded as the link between the high-level and the basic level. At the same time, it should be noted that there are both connections and differences between leadership and management. The same thing is that they are all activities to achieve the goals of the organization and they are all influential activities. The difference is that leaders pay attention to grasp the macro objectives, while managers need to coordinate and organize existing resources, implement plans, assign tasks, control and solve problems. In the actual work, we often need to face complex problems for procedural control, pay attention to the maintenance of order, grasp the rules. In this process, the authority given by the manager's legal authority is used to control the work smoothly. Therefore, as far as the middle-level managers are concerned, from the implementation level, the leaders are required to have strong decision-making and control power.

In conclusion, based on the principles of building leadership structure model, leadership theory, the definition of leadership concept in this paper, as well as the review and integration of leadership related research at home and abroad, the leadership structure of female middle-level managers in Colleges and universities is defined as three elements: influence, decision-making and control. It is worth noting that the various elements of the leadership structure are not absolutely separated, there is a certain correlation between them, and the improvement of each element can enhance leadership.

3.2 Influencing factors of leadership

This paper focuses on the influencing factors of leadership of female middle-level managers in Colleges and universities. According to all aspects of leadership development, this paper analyzes the influencing factors of leadership, hoping to provide some reference for the corresponding countermeasures and suggestions. For female leadership, there are many influencing factors, which need to be organically arranged to form a corresponding system. The research of this paper is carried out in the organizational environment of colleges and universities, and the research object is limited to female middle-level managers. In addition, family and social factors are also essential. Therefore, by combing the domestic and foreign literature, this paper analyzes the influencing factors of female middle-level managers' leadership from the following four aspects: personal factors, family support, organizational factors and social factors.

3.2.1 Personal factors

The theory of leadership traits focuses on the study of leader's personality, morality and characteristics. Personality traits can play a certain role in promoting or hindering the process of leadership. Similarly, various situations also affect the formation of characteristics. Therefore, it can be said that the formation of leadership is a dynamic process, and the perfect leadership characteristics are constantly tempered, extracted, perfected and finally formed in practice. This also shows that as a leader, his working years, position and education level have an impact on leadership. This is also confirmed by the results of Liu Shuxian (2018) in-depth study on the influencing factors [8]. These factors, including personality characteristics, can be summarized as personal factors.

Based on the basic concept of leadership, the personal characteristics of leaders naturally play a large part in the interactive process of leadership activities. For example, moral character, speech and behavior will affect the performance of leadership by influencing the leader. According to Han Qingbo's (2007) research, the formation factors of University's influence as a leader of management and administration include: for example, moral level and professional dedication; talent; knowledge: professional academic level and profound knowledge; emotion: including affinity and care for subordinates. The results show that, according to the rank of influence, moral level, knowledge and affinity are ranked among the top three [9]. At the same time, the literature shows that some female leaders lack strong desire for promotion and career development, so their pursuit and planning for career development may also have an important impact on the performance of leadership.

In conclusion, among the influencing factors of leadership of female middle-level managers in Colleges and universities, personal factors include: education background, position level, working years, personality characteristics and appearance image, moral level, leadership characteristics, academic quality, and professional values.

3.2.2 Family support

Family is very important for one's growth and development. Liu Shenghua (2017) believes that women attach more importance to family than their personal career development, and reduce their investment in work posts, leading to a decline in leadership [10]. Gu Hui (2013) research shows that efforts to achieve the balance between family and work have a significant impact on women's access to management positions [11]. Family responsibilities include taking care of parents and children. Generally speaking, women take more responsibility than men in caring for their families. In this way, family responsibilities take up most of the energy, making it impossible to pay more at work. The conflict among them makes female leaders encounter a series of obstacles in their promotion in the workplace. It is self-evident that family plays an important role in women's career development. However, people's energy is limited. Therefore, family should play a supporting role at the same time and have a positive impact on leadership. Therefore, the balance between family and work and the support of partners will play a supporting role in career development. In conclusion, this paper believes that family support is also one of the factors influencing the leadership of female middle-level managers in Colleges and universities.

3.2.3 Organizational factors

As a platform for women in their career development, the importance of organization can not be ignored. Research by Liu Shuxian (2018) shows that the leadership of female leaders in enterprises is affected by organizational factors, including internal development space, procedural rules, internal interpersonal support and organizational adaptation [12]. Huang Jinghan et al. (2006) identified female managers of Chinese enterprises and institutions in a province as the research objects. The results showed that in the career development career of female managers, there was a widespread inequality in the choice of career opportunities, followed by the lack of professional knowledge and skills, and the lack of continuous learning of their professional fields and management ability There are multiple role conflicts in the workplace [13]. In addition to the static macro description of the organization, such as development space, procedural rules, organizational culture and other factors. Compared with men, it is more difficult for women to reach the power center. Therefore, Li Miaomiao et al. (2016) proposed the influence of leadership behavior in enterprise factors by qualitative method. Leadership behavior focuses on a series of behaviors generated in the dynamic leadership process, including subordinates, partners, etc. [14].

In the organizational environment of colleges and universities, each university has gradually formed a unique spiritual culture and core concept after years of historical and cultural precipitation, which is expressed through the school motto, school spirit and other carriers. University Cadres and administrators should protect the spirit of school culture, and its spiritual concept will also affect every member of the school. Therefore, the University's cultural atmosphere, teaching philosophy, academic level will have an impact on the play of leadership. At the same time, the economic development speed, quality and cultural and historical precipitation of different regions are not the same, so the development degree of management level will be different. Leaders in different university management environment, the impact on career development with the corresponding changes. The high-quality cultural environment provides an atmosphere for making a difference and a growth platform with room for improvement. To make the best use of talents and talents has a profound effect on the career development space of leading cadres. Moreover, the relevant education, management, training and guidance services are also important for the rapid growth of young cadres. Therefore, organizational factors, including organizational environment and leadership behavior, have an impact on female middle-level managers in Colleges and universities. The organizational environment includes the cultural atmosphere, academic atmosphere, educational philosophy, management mechanism, career promotion development space, training mechanism, etc. Leadership behavior includes the handling of interpersonal relationship.

3.2.4 Social factors

Social factors are also one of the factors that affect women's leadership. Zhai Xuemei (2007) found that social concept is the most powerful obstacle, which indirectly leads to the difference of women's roles in the workplace and in the family. Meanwhile, it affects the organizational cultural atmosphere imperceptibly, resulting in discrimination against women and being treated with colored glasses [15]. The traditional ideas formed in the long history, such as the idea that "men are in charge of external affairs and women are in charge of internal affairs" are accepted by most people.

They are rooted in their growth experience and exist in their living environment. Naturally, this has led to women in the pursuit of their own career development on the road to be inevitably affected. Although today's social development is not comparable to thousands of years of agricultural civilization, the impact of gender is still profound.

Xiao Wei et al. (2013) put forward that due to the influence of traditional gender concept, when the conflict between female role and leadership identity occurs, it has a profound impact on the leader's belief in completing the task; secondly, it will affect the leadership style and psychological development. When facing the society's expectation of leaders, such as the need for arbitrary and task-oriented, it will be considered too tough Role expectations, such as showing concern for

employees and adopting more participatory and friendly leadership styles, will be considered as having no leadership ability, and it is difficult to achieve the unity of the two [16].

In addition to social culture, social relations also play an important role. For example, the contact of friends and the relationship between the superior and subordinate are of positive significance to the orderly development of work. At the same time, the favorable support from the top will also add to the management work. To sum up, social factors including social culture and social relations have an impact on the leadership of female middle-level managers in Colleges and universities. Social culture includes stereotypes of women, sexism in the workplace, and role collisions. Social relations include the intercourse of friends and the relationship between superior and subordinate.

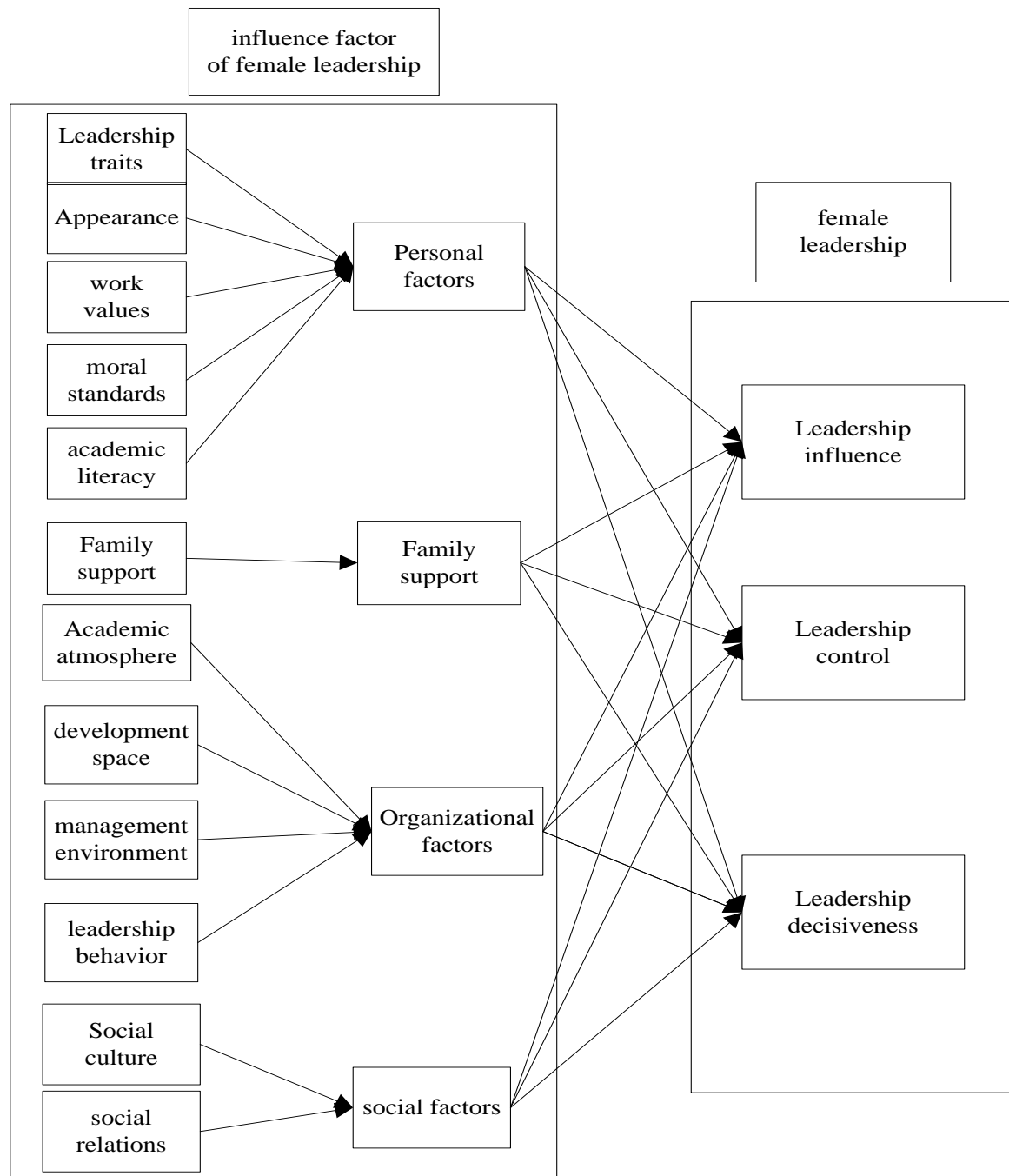


Figure 1 A Model of Influencing Factors of Leadership of Female Middle-level Managers in College

3.3 The initial model of influencing factors of leadership of female middle managers in Colleges and Universities

Based on the preliminary construction of the influencing factors model of female middle-level managers' leadership, this paper divides leadership into leadership influence, leadership control and leadership decision-making; divides the influencing factors into personal factors, including leadership characteristics, professional values, takeout image, academic literacy, moral level; family support; organizational factors include academic atmosphere and management environment Social factors include social culture and social relations. The model is shown in Figure 1.

4. Summary and prospect

Different from the previous research on leadership, which is mostly based on the situation of enterprises or governments, this paper selects universities as the research background. As a University of higher education, colleges and universities shoulder the responsibility of inheriting culture and educating the next generation. At the same time, the managers of colleges and universities are dual tasks of teaching and management, and the managed are high-quality and highly educated university teachers. Therefore, the research on their leadership is varied based on different organizational situations. In addition, there are many female employees in Colleges and universities, but in such a gender ratio difference, female managers are still very few. Based on this situation, it provides a unique angle for the research of leadership. The middle-level managers play a bridge role in the organization. Therefore, based on the implementation level, this paper studies the influencing factors of leadership from the perspective of women. At the same time, it is expected to promote the cultivation and development of female leadership.

However, the deficiency is that in today's research, there are a lot of theoretical research and sentiment expressing research, but few empirical research. Therefore, this paper believes that in the future research, we can verify it from the perspective of empirical test, and according to the results of the test, we can put forward some countermeasures and suggestions from the practical point of view.

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