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RECTOR'S MESSAGE



A heartiest congratulation is extended to the Faculty of Business and Management, Universiti Teknologi MARA Cawangan Kedah, Kampus Sungai Petani, on the publication of the seventh volume of FBM Insights.

This most recent volume of FBM Insights covers 25 emerging issues related to microcredit, micromanagement, marketing, consumer behaviour, social media, disability, dark tourism, and food security. This compilation demonstrates UiTM Cawangan Kedah's commitment to disseminate business-related information and relevant content to a wider audience.

I believe that this bulletin is an apt platform for members of the Faculty of Business and Management to produce more academic materials which can benefit the faculty members themselves and also other people at large. Such an initiative is indeed laudable since as academicians, writing to share information is definitely crucial to our personal and professional development.

Again, I would like to congratulate the Faculty of Business and Management and all individuals involved in the publication of FBM Insights volume 7. May FBM Insights continue to grow from strength to strength in the future.

Sincerely,

Prof. Dr. Roshima Haji Said
Rector
Universiti Teknologi MARA (UiTM)
Cawangan Kedah

FROM THE DESK OF THE HEAD OF FACULTY



Assalamualaikum w.b.t

Welcome to the 7th Edition of FBM Insights 2023. This edition presents 25 articles by the academics of Faculty of Business and Management UiTM Kedah Campus. The topics involved a broad range of business and management knowledge, including matters relating to Covid 19, entrepreneurship, microfinance, and gold investing. Congratulations to all authors for your endless support and valuable contribution to the newsletter.

FBM Insights was created in the year 2020 with the aspiration to inculcate the scholarly writing culture among FBM UiTM Kedah's lecturers. Thank you to the Almighty, this bulletin still receives a positive response for each of its editions. It is our hope this continues and that FBM Insights will one day progress to another level.

Publish or perish, one phrase that all academics must embrace. The importance of academic publication is evident when it is included in several of the university's Key Performance Index (KPI). We need to strive to produce scholarly work. I hope FBM Insights can become a small steppingstone for all FBM academics of UiTM Kedah, in our efforts to improve our publications numbers.

Congratulations again to all authors. Heartiest congratulations to the bulletin's editorial board who worked hard in making FBM Insights what it is today. I wish everyone the best and keep up the excellent work.

Dr. Yanti Aspha Ameira Mustapha
FBM Insights Advisor

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Leadership remains an elusive phenomenon. Thus, it cannot be defined dispassionately. Leadership is value-laden and derives from how we make sense of leadership situations. Rost et al. (2005) stated that leadership is rational, management-oriented, male, technocratic, quantitative, cost-driven, hierarchical, short-term, pragmatic, and materialistic. Hagbert (2002), writing from a feminist perspective, viewed leadership as empowerment, which associated women with their abilities to influence others. Gender differences theories currently propose that men emerge as more task-oriented leaders than women. However, this is most likely in short-term groups. This because the tasks set involve a relatively superficial level of social interaction. On the other hand, women were found to emerge as social leaders more frequently than men. The introduction of gender difference theories signalled a change in the leadership literature as women's behavior, abilities, and attitudes were considered, acknowledged, and evaluated (Jogolu & Wood, 2006). This is supported by contemporary studies on leadership that show that gender does matter for both how people respond to leaders and what leaders can bring to their roles (Goethals et al., 2017).

The role of women in organizations and society has dramatically changed. Women are now seeking and obtaining positions of highest leadership in education, professions, and business. Globally, the proportion of women in senior management has increased from 31% to 32% (GrantThornton, 2022). In Malaysia, women currently make up 40% of positions in senior management teams within companies (TMR, 2022). Contexts represent women's leadership. It refers to the setting in which leadership is developed and implemented. Context influences leaders' actions, behaviors, and processes of leadership. Examining women and leadership from this angle entails looking at women leaders from both internal and external contexts.

Firstly, psychological factors play a role in the challenges faced by women in leadership positions within organizations. Trailblazer or "first" in a leadership role can come with added pressure and challenges for women. They may face increased scrutiny and higher performance expectations as one of the few or the first women in a high-level position; resistance from colleagues and a lack of support; isolation and feelings of being an outsider; a lack of role models and mentorship; the burden of representing all women in the organization; and pressure to "break the glass ceiling" and pave the way for others (Chisholm-Burns et al., 2017). In addition, balancing assertiveness, and likability, refers to the challenge women leaders' face in maintaining a delicate balance between being assertive and confident in their leadership style and being perceived as likeable and approachable by their peers, subordinates, and superiors. Women in leadership roles often face the stereotype that assertive women are seen as bossy, aggressive, or unlikable, while women who are too accommodating or passive may be seen as weak or ineffective (Costinhas, 2022; Manian & Sheth, 2021). To effectively balance assertiveness and likability, women leaders may need to develop self-awareness and communication skills that enable them to assert themselves confidently while maintaining their interpersonal relationships and reputation (Maseko, 2013).

Secondly, resistance to change and traditional gender roles in women's leadership refers to the obstacles and challenges women face in their pursuit of leadership positions. These barriers

are often rooted in longstanding societal norms and beliefs about gender roles and women's capabilities. Some common examples include gender bias and prejudice (Beltran et al., 2023), lack of representation and role models for women in leadership positions (Rakestraw et al., 2022), stereotyping and assumptions about women's leadership abilities (Coleman, 2020), and lack of sponsorship and mentorship for women in leadership development (Blanchard & Blanchard 2020).

Third, culture can pose significant challenges for women seeking to assume leadership positions, as cultural attitudes and norms can influence perceptions and behaviors within organizations and society. Some common examples of these challenges include resistance to flexible work arrangements and support for work-life balance (Watts, 2009), inadequate representation of women in industries and fields traditionally dominated by men (Oyiana, 2021), and limited access to education and development opportunities for women.

Lastly, organizational challenges for women's leadership refer to the barriers or difficulties that women face in attaining and succeeding in leadership positions within organizations. These challenges can arise from various sources, such as a lack of diversity and representation in senior positions, gender bias and discrimination, and cultural and societal norms that limit the advancement of women in leadership roles (Qadir, 2019). One prominent issue is "double standards" for performance and behavior in women's leadership, referring to the inconsistent and unequal expectations and evaluations applied to women in comparison to their male counterparts in leadership positions (Martínez et al., 2021). Women leaders may face higher standards for perfection and be expected to balance their professional and personal responsibilities in a way that is not required of male leaders. Addressing these double standards is crucial for promoting gender equality in leadership and creating a more inclusive and supportive work environment for women.

In conclusion, women's leadership refers to women taking on influential positions in organizations, communities, or government and exercising power and influence over others. The process includes internal context (psychological) and external context (resistance to gender roles, culture, and organization). Women leaders bring unique perspectives, skills, and experiences to their roles and are critical to promoting gender equality and diversity in leadership positions. By embracing their leadership potential, women can challenge traditional gender roles, break down barriers, and create more inclusive and equitable work environments. The feminine attributes may provide a source of alternative leadership more appropriate for a new morality (Rey, 2005).

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