

"EMERGING PATTERNS OF LEADERSHIP AMONG WOMEN IN SELECTED SLUMS OF COIMBATORE CORPORATION"

By

SENTAMILSELVI V.

A THESIS SUBMITTED TO THE AVINASHILINGAM INSTITUTE FOR
HOME SCIENCE AND HIGHER EDUCATION FOR WOMEN
(DEEMED UNIVERSITY) COIMBATORE-43
IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE
DEGREE OF **MASTER OF SCIENCE** IN HOME SCIENCE
EXTENSION EDUCATION

MAY 1997

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(Certified as Bonafide Research Work)



Signature of the
Head of the
Department



Signature of the
Guide

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IN SELECTED SLUMS OF COIMBATORE CORPORATION"

Introduction

INTRODUCTION

"The role of women in developing countries is very crucial to the rate at which a country develops and in many ways as an indicator as to how well the country is developing"

- Rajiv Gandhi

Women is the mother, maker and the leader of our society. Women are the machineries of civilization. They have the immense capacity, for self sacrifice and they are the unquestioned leader in AHIMSA. They directly or indirectly contribute in the development of the society.

Gandhiji said, woman is the companion of man, gifted with equal mental capacities. She has the right of freedom and liberties as men, she is entitled to a supreme place in her own sphere of activity as men are. Women can determine the nature of their development when given the opportunity. Sustainability of co-operatives and maximum participation by women can be sought only when the shifting identities and responsibilities of women are taken into account (Lalitha, 1996).

The true empowerment of women cannot take place without their economic liberation. Indian women have been denied the right to exist as human beings. A complete person is one who

has complete freedom, to take decision regarding her own destiny (Sharma, 1993).

The Global conference on Women's Empowerment 1988, highlighted empowerment as the surest way of making women partners in development. Empowerment is an active process enabling women to realise their full identify and power.

The Gender empowerment measures the participation of women in economic and political decision making. The status of women has been measured for the first time by the "Gender Related Development Index and the Gender Empowerment measure" (Mittal, 1996).

The Government has directed all its efforts towards removing gender - bias and thus guarantee women equal status in the real sense as is enshrined in the Constitution of India (Department of Women and Child Development, 1995).

Women constitute a powerful resource which has been ignored, so far by the co-operative movement and women have the necessary resourcefulness, intelligence perceptiveness, sense of responsibility, involvement, steadfastness, dedication and the virtue of patience and perseverance (Mitra, 1997).

Organisation is the process of combining the work, in which individuals or groups have to perform with the facilities necessary for its execution that the duties, so

formed provide, the best channels for the efficient, systematic, positive and co-ordinated, application of the available effort (Kharbanda, 1991).

Women can be organised through a variety of means namely through formations of co-operatives, mahila mandals, self-help groups and the like (Joshi, 1990).

Every person who leads a group of people or society is called a leader. It is the ability to shape the attitudes and behaviour of others, whether informal or in formal situation (Bhushan and Sachdeva, 1995).

Leadership is the quality of the behaviour of individuals whereby they guide people (or) their activities in organised effort (Davar, 1993).

Love and co-operation, service and self sacrifice are the characteristics of high leadership potential (Koontz, 1985).

Young women of today need training in leadership qualities, because they are going to develop the citizens of tomorrow. Women have long been leaders in the community and they are strong advocates for environmental protection and for peace (United Nations, 1991).

Women's capability for leadership is obviously nurtured through her dealings with many household members under her command and control. They have achieved reputation as active

politicians, effective administrators and good jurists. They have played a significant role in the socio-economic and political development of our country (Kalbagh, 1991). Good leadership depends on the creation of opportunities for women to gain valuable experience (Bradford, 1987 and Thakur, 1995).

Indira Mahila Yojana will be a subplan at the district level aggregating the physical and financial benefits from all social and economic development plans at the district level. Its aim is to provide specific resources for women according to their needs and priorities.

The objectives are to create awareness in women through provision of information on different developmental programmes and issues of specific concern to women, as also on equality of social status, legal rights, constitutional safeguards, etc. (Department of Women and Child Development, 1995).

IMY at the district level will be the aggregation of area plans at the block level which in turn is based on micro plans at the village anganwadi level. Women will be organised at the anganwadi level in Indira Mahila Kendras to form homogeneous groups to identify their needs, priorities them and evolve microplans.

IMK should also identify health needs of the members and bring it to the notice of health functionaries. It will

also act as monitoring and guiding group for ensuring village level services.

Good leadership development depends on the creation of opportunities for women to gain valuable experience (Rao, 1995). The women leaders is a good vehicle through which the energy and talents of local women can be harnessed and made use of for constructive purposes (Mitra, 1997).

Hence the organised groups of women in Indira Mahila Kendra can make remarkable and long lasting social changes in political, social, economical, cultural and educational spheres of the society. The emerging leadership pattern would help us to nurture and develop those qualities to be utilised for the development of the rural and urban communities to attain sustainable development and better quality of life.

The following are the objectives formulated for the study : To

1. Form cohesive and strong IMK groups in selected slums of Coimbatore corporation.
2. Identify and study the leadership qualities and help them build the same.
3. Analyse the group cohesion for future trends of leadership and
4. Offer workable suggestions to strengthen and develop leadership through capacity building.

Review of Literature

II. REVIEW OF LITERATURE

The literature was reviewed under the following headings :

- A. Empowerment of Women Through Group Action,
- B. Group Dynamics and Leadership Pattern and
- C. Indira Mahila Kendras as Means of Women's Development

A. Empowerment of Women Through Group Action

It is discussed under the following headings :

1. Authorization of Women
2. Constitutional Guarantees
3. Empowering strategies and Governmental Interventions

1. Authorization of women

Gandhiji's enlightened leadership in the freedom struggle had brought out in full strength leadership in Indian women (Mistra, 1994).

Indian women have been a part of the world - wide awakening. The International Women's Decade issue with different sections of Indian women were trying to clarify, fight for and organise themselves at various levels (Kaur, 1985 and Devendra, 1986).

India has nearly 450 million women and girls. It is important that this large number possesses a substantial quantum of leadership coming from women but unfortunately due to many factors and hurdles such as the cultural image of the ideal women, that she should be silent, patient, obedient, loyal and submissive, role expectations of women have been tradition bound (Devadas, 1996).

The leadership in the majority of mandals was confined to high castes. These organisations were playing important roles in nutrition, education and family welfare programme (Sapra, 1989 and Joseph, 1997).

Empowerment of women can only be reached by mass women's organisations. This alone has the capacity to mobilise and organise at grass root level (Mathew and Nair, 1986 and Gopalan, 1996).

2. Constitutional guarantees

The constitution of India guarantees certain rights and privileges to women through fundamental rights and directive principles. Article 14 confers on men and women equal rights and opportunities in the political, economic and social spheres. Article 15 prohibits discrimination against any citizen on the grounds of religion, race, caste, sex etc. Article 16 provides for equality of opportunities in matter of public appointments for all citizens. Article 39(a) further mentions that the state shall direct its policy

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towards securing all citizens, (men and women), equally the right, the right to a means of livelihood, While Article 39(c) ensures equal pay for equal work. Article 42 directs the state to make provision for ensuring just, human conditions of work and maternity relief. Above all, the constitution imposes a fundamental duty on every citizen through Article 15 (e) to resource the practices derogatory to the dignity of women (Department of women and Child Development, 1995).

3. Empowering strategies and governmental interventions

The Programmes of the Department which are women specific include - employment and income generations, welfare and support services and gender sensitization and awareness generation programmes (Parvathi, 1994) (Figure 1).

Some of the important on going interventions of the government of India are detailed below :

a. Support to Training and Employment Programme for Women (STEP)

The STEP launched in 1987 (India, 1992).

AIM

1. To upgrade the skills of poor and assetless women, conscientize provide training,
2. Subsequently employment on a sustainable basis in the traditional sectors of agriculture, animal husbandary, fisheries, handlooms, etc.

ENROUTE TO EMPOWERMENT

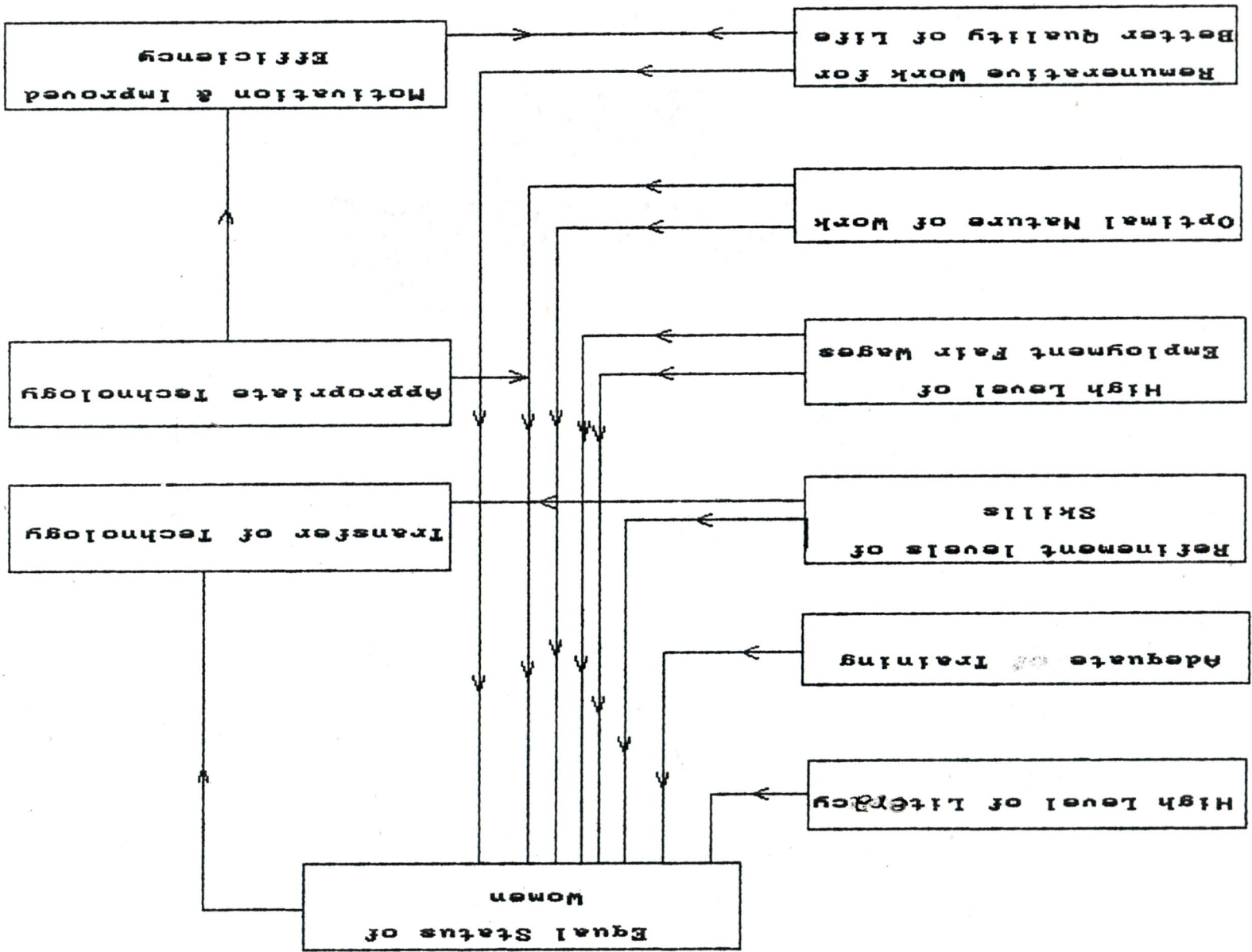


Figure 1.

b. Socio - Economic Programme (SEP)

SEP launched in 1958 (India, 1993).

Under this programme, financial assistance is extended to voluntary organisations to under take a wide variety of income - generating activities providing opportunities of "work and wage" to needy women.

The programme supports for setting up of Industrial units, Handlooms and Handicraft units, Dairy units and other allied economic activities.

c. Women Development Corporations (WDC)

A scheme to set up women's Development Corporations in all the states and union territories was formulated during 1986 -87 (India, 1990).

Objectives

1. To play the role of catalytic agents to create sustained income generating activities for women.
2. To promote and strengthen the women's co-operation and the other organisations.

d. Rashtriya Mahila Kosh (RMK)

It was set up as a Registered Society under the Registration of Societies Act, 1860 in march 1993. RMK is intended to meet credit needs of poor women particularly in

the informal sector. It is being managed by a Governing Board (Department of Women and Child Development, 1997).

e. Mahila Samriddhi Yojana (MSY)

In pursuance of Government's Policy to empower women by raising their socio-economic status, an innovative scheme of Mahila Samriddhi Yojana was launched on 2nd October, 1993 (India, 1994).

Objectives

1. To empower women by ensuring their direct access to resources through a sustained process of mobilisation and convergence of all the on going sectoral programme.

f. Indira Mahila Yojana (IMY)

IMY was launched on 20 August 1995. Indira Mahila Yojana is a strategy to co-ordinate and integrate components of all Sectoral Programmes and facilitate their convergence to empower women.

Objectives

1. To ensure convergence of sectoral service at the local, block and district levels through active involvement of women and sectoral department,
2. To create awareness in women through provision of information on different development programmes and issues of specific concern to women,

g. Integrated Child Development Services (ICDS)

ICDS was started on 1975-76 with 33 projects, the scheme has expanded gradually and reached by 31 March 1995, to 3907 ICDS project by covering 3663 community development blocks and 260 major urban slums (India, 1990 and Suriakanthi, 1991).

Objectives

1. To improve the nutritional and health status of children in the age group 0 - 6 years.
2. To reduce the incidence of morbidity, malnutrition and school dropout.

h. Integrated Rural Development Programme (IRDP)

IRDP was launched on 2 October, 1980 as a major credit linked self-employment programme for poverty alleviation (Thippaiah and Babu, 1990; Ghosh, 1991 and Sankaran, 1994).

Objectives

1. To identify the rural poor families, to augment their income and cross the poverty line through acquisition of credit based productive assets which would provide self-employment in sustainable basis.
2. The programme is being implemented in all the blocks of the country as a centrally sponsored scheme to be funded on 50 - 50 basis by centre and states.

**i. Development of Women and Children in Rural Areas
(DWCRA)**

It was launched in 1982-83.

The DWCRA is one of the components of the IRDP. This scheme is being implemented in selected blocks of 31 different states in collaboration with UNICEF (Singh, 1989).

Objectives

1. To improve the status of rural women through creation of income generating activities in a district.
2. Organising child care facilities to provide health care and nursing of the children at NREP work sites.

j. Training of Rural Youth for Self-employment (TRYSEM)

It was started on 15 August 1979. It enables rural youth to stand on his own feet (Hooja, 1987 and Shelat, 1988).

Objectives

1. To impart training for rural youth leading to self-employment.
2. To train atleast two lakh rural youth every year in agricultural and allied activities.

At least 50 per cent of the youth trained under this scheme have to be from the SC/ST communities out of the

total number of beneficiaries at least 40 per cent should be women. The beneficiaries should be in the age group of 18 - 35 years.

k. Indira Awas Yojana (IAY)

It was launched on April, 1989 (Yojana, 1992).

Objectives

To provide houses free of cost to SC/STs, free bonded labour and non SC/ST poor people. The allotment of the house is made in the name of the female member of the household. Alternative, it may be in the joint name of the both husband and wife. Priority is given to widows and unmarried women.

l. Urban Basic Services for the Poor (UBSP)

It was started on July, 1994. UBSP is a dynamic process which functions with the broad goal of creating a facilitating environment for a significant improvement in the quality of life of the urban poor (Mishra and Narayan, 1989).

Objectives

1. To achieve the goals of the national plan of action for children in urban poor localities by planning and organizing various programmes being implemented by different Ministries/Departments.

m. Entrepreneurship Development Programme (EDP)

EDP aims to identify and motivate potential entrepreneurs and develop entrepreneurs to enable them to set-up their own tiny and small scale industrial ventures with the assistance available from different development agency, etc., (Srinivasan, 1993).

Balu (1993) predicts that entrepreneurial development is essential for increasing the production and productivity in the primary, secondary and tertiary sectors, solving the problems of unemployment and underemployment; increasing the gross national product (GNP) and the percapita income and improving the quality of life, etc.

n. Women's Education

National policy and education (NPE) and Programme of Action (POA) commit to the educational system for women's equality and empowerment.

The scheme of condensed courses of imparting education was launched by the Central Social Welfare Board in 1958.

Objectives

1. To provide educational qualifications and relevant skills to women in order to become eligible for identifiably remunerative work opportunities.
2. To provide women the opportunities for learning and skill development

o. Vocational Training

The programme of vocational training was introduced in 1975 in keeping with the emphasis of national policy of education on the development of skills that could prove to remunerate (Jain, 1994).

Objectives

1. To facilitate empowerment of women and social activism.

These include professional services, technical jobs, field jobs, commercial services etc.

The Government has the responsibility of ensuring the resources required for the development. It is highly encouraging that the women had developed maximum leadership qualities through the activities organised in the women's clubs. These clubs can be used as the form to diffuse, knowledge as well as empower women (Devadas, 1996).

B. Group Dynamics and Leadership Pattern

Women have been leaders in the community and at the grass roots and they are strong advocates for environmental protection and for peace (Sekaran, 1994).

Leadership exists every where, in small organisation and in large. If there is a leadership, then there has to be a group, but whenever a group exists, there is always a form of leadership (Dahama and Bhatnagar, 1994 and Watson, 1995).

Leadership is discussed under the following headings :

1. Objectives of leadership
 2. Characteristics of leadership
 3. Functions of leadership
 4. Kinds and elements of leadership
 5. Qualities of a leader
 6. Importance and emergence of women's leadership
-
1. Objectives of leadership
 - a. Mastering fundamental concepts that would serve as a framework for understanding and interpreting group behaviour, social learning and cultural differences.
 - b. Develop competence in group process : Co-operative thinking, exchange and analysis of ideas, facts and teaching, process of converting discussion in to consensus, ability and disposition to conceive group goals, respect for and understanding of others.
 - c. Acquire technical skills necessary to carry out a job : Diagonise situations, learn how to approach problems, plan appropriate education procedures, learn skills in handling appropriate diagnostic techniques, conduct open discussions, Learn team work with other leaders etc., (Jayaswal, 1984 and Michael, 1989)

2. Characteristics of leadership

The following characteristics of high leadership potential were identified (Chowdhury, 1991 and Luthans, 1995) is,

- * respected by peers, others seek his/her ideas .
- * a risk - taker, independent
- * energetic, enthusiastic, persevering, knows what is going on, is aware of nuances in environment and others
- * Influences may dominate and enjoys power
- * self - confident
- * flexible

3. Functions of leadership

Meredith (1983) and Saiyadain (1992) have defined the functions of a leader in the following words :

"A leader must partake the same degree of functions of executive, planner, policy maker, expert, extraordinary group representative, controller of internal relationship, purveyor of reward and punishment, arbitrator, a mediator and exemplar".

4. Kinds and elements of leadership

Gupta (1988) and Koontz (1995) observed three kinds of leadership. They are :

- a. **Democratic Leadership** in which the group was helped by the leader to plan its programme and make its own decisions. It is most effective in a group.
- b. **Authoritarian leadership** which exercised full control over the group and did not permit any freedom to its members with the result that there was enough friction and frustrations among the members.
- c. **Laissez Faire Leadership** which was completely indifferent and passive towards the group.

According to Davis (1990) and Collins (1992) the elements of style that are common among effective leaders are authenticity, decisiveness, focus, personal touch and communication, skills.

A leader is a person who stands out to influence the activities of a group in setting goal and making progress towards achieving these goals. She plays more than one role, viz., group task definition and solution of problems, group building, maintenance of individual roles and satisfaction of Individual needs (Singh, 1985 and Mamoria, 1994).

In developing India, women are active in all fields. They share the duties and responsibilities of maintaining the daily routine of their families equally with their menfolk. When women are organised into women's club/Mahalir Mandrams as registered bodies, they are able to get various

kinds of employment. Training is imparted to women whenever necessary (Devadas, 1996).

5. Qualities of leadership

Various efforts are taken to organise women into clubs and develop leadership qualities in them. They are activeness, sociability, organising ability, initiativeness, ability to progress, ability to guide, self confidence, enthusiasm, broad mindedness, co-operation, self confidence, emotional stability and friendliness (Tripathi, 1992) (Figure 2).

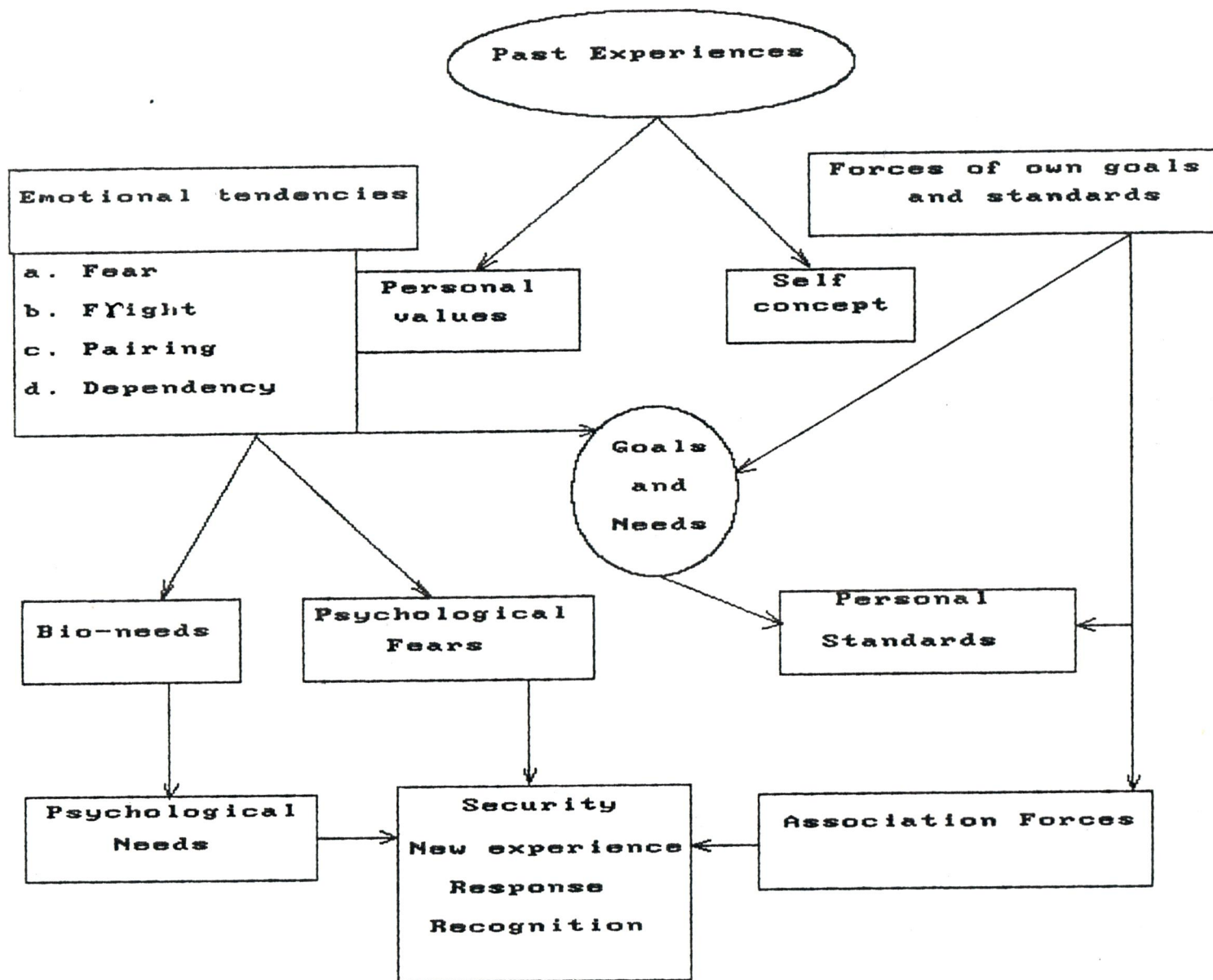
6. Importance and emergence of women's leadership

1. Importance of women's leadership (Devasia and Devasia, 1994).

- a. Leaders as servants
- b. Leaders as catalysts
- c. Leaders as inspiring persons
- d. Leaders as uniting force

2. Emergence of leadership

Influence in a group tends to become lodged in one or relatively few persons, rather than spread evenly among all the members of the group. This is particularly true as the group becomes older and more stable.



PERSONALITY DYNAMICS OF A LEADER

Figure 2.

Successful leader maintains stability and balanced profile, Sets and follows code of ethical conduct through her own example, Sets climate in which people are motivated to higher performance and utilise fully their talents, Plans effectively, acts promptly and wisely, makes decisions rationally in good time, works effectively in coordinated efforts (Bradford and Cohen, 1987).

C. Indira Mahila Kendra as Means of Women's Development

1. Indira Mahila Yojana (IMY)

Indira Mahila Yojana is a strategy to co-ordinate and integrate components of all sectoral programmes and facilitate their convergence to benefit women. IMY proposes to bring about a mechanism by which there could be a systematic co-ordination among programmes. This mechanism will be operated at the district level as a sub-plan for women to percolate down to the village level appropriately through the Indira Mahila Kendras to be established, supported by Policies at the State and Central Government Levels (Department of Women and Child Development, 1995).

Objectives

1. To ensure convergence of sectoral services at the local, block and district-levels, through active involvement of women and sectoral departments.
2. To optimise the utilisation of scarce resources in speeding up the process of mainstreaming women in development.

3. To create awareness in women through provision of information on different developmental programmes and issues of specific concern to women as also on equality of social status, legal rights, constitutional safeguards etc.
4. To help women become self-reliant and independent by their economic empowerment through income generation activities and active participation in decision making at various stages.

Constituents

The IMY has three basic constituents.

1. Convergence of inter-sectoral services,
2. Income generation activities,
3. A sustained process of awareness generation/education.

2. Indira Mahila Kendra (IMK)

The social mobilisation would be initiated by formation of Indira Mahila Kendras at the grass root levels preferably at the Anganwadi level and wherever Mahila Mandals already exist, those would be closely linked with the Anganwadi.

The IMK will be registered under the Registration of Societies Act/Charitable Societies Act and will comprise cluster of homogeneous groups, each group having 20-25 members. Each group can elect a leader to represent them at IMK and articulate the needs of the group. These leaders will meet regularly.

The Avinashilingam Education Trust has been assigned the honour of co-ordinating 60 IMKS, 40 in urban Coimbatore Corporation and 20 in Rural Karamadai Panchayat Union.

The 40 IMK will consist of 40 women's clubs constituting 12,000 women having 11 leaders for each club. The leaders will help in activising the club. Among the 40 clubs in Corporation, 20 will be the prerogative of UBSP in corporation which are already registered. The other 20 are organised by the Trust which will form the clubs and register the same.

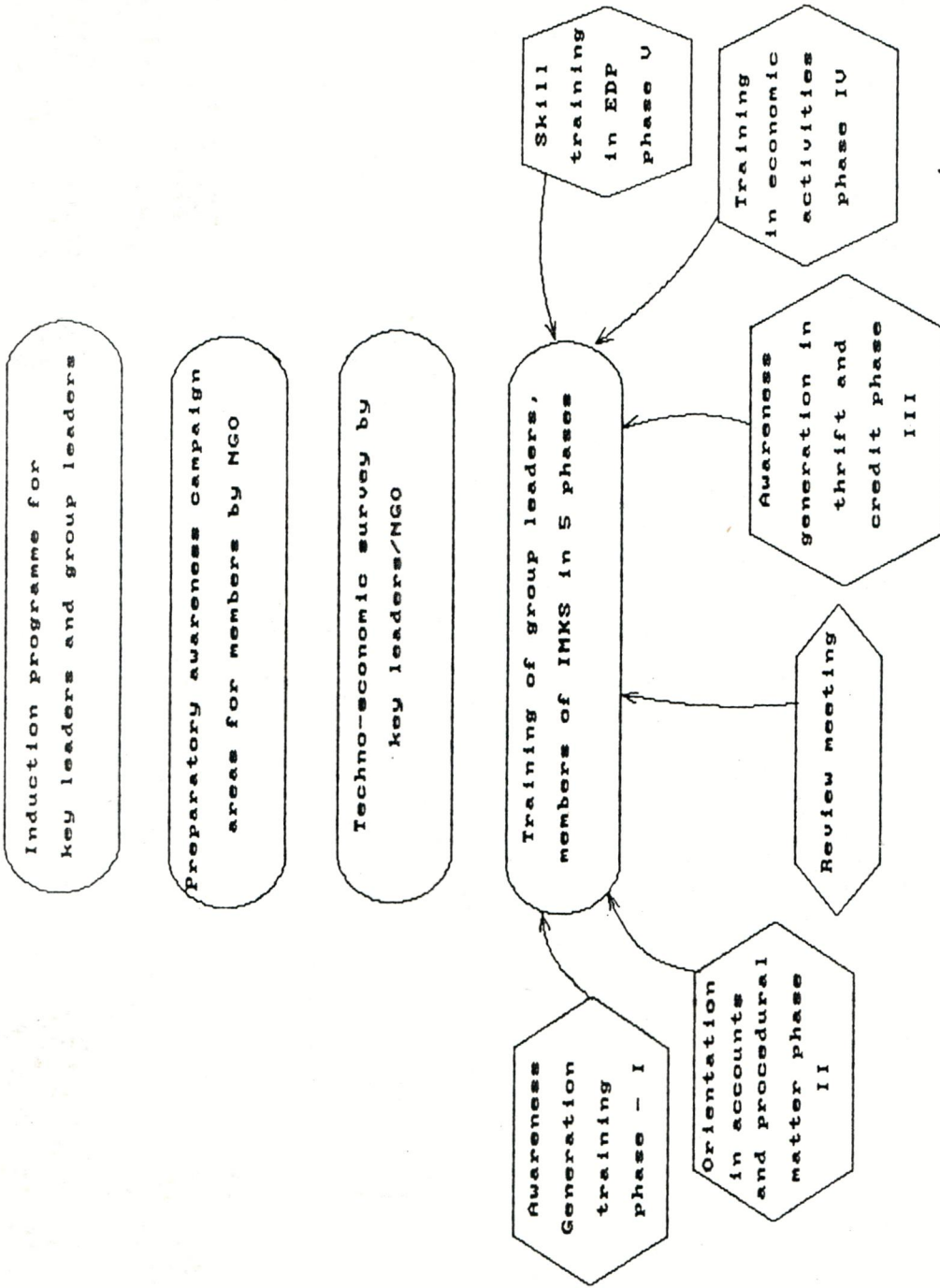
Activities

The 20 IMKs formed under UBSP have concrete activities and plans and the other 20 in corporation will be under the control of Avinashilingam Trust and it will have inputs of post graduate students through the curricular programme of Community Social Service.

Objectives

1. To organise and constitute women's groups in rural/slum areas to promote thrift/credit activities among members and to create a common platform for their collective action on the issues of their specific concern.
2. To act as catalyst in promotional activities targeted towards the betterment of women through specific programmes operationalised at the grass - root level by the governmental and non-governmental organisations.

3. To formulate and execute awareness generation programmes for women to enable them have direct access to resources for income generation activities for self-reliance and there by their ultimate economic empowerment.
4. To educate and awaken the women by disseminating information on their legal rights, constitution/legislative safeguards and issues of equality of status etc.
5. To launch special courses/training programmes to widely develop scientific temper, trade skills and leadership qualities among the women.
6. To promote people's participation in the development programmes which reaches the grass root levels through women specific concerns, programmes and organisations like Mahila Mandal, ICDS, Mahila Samridhhi Yojana, STEP Rashtriya Mahila Kosh and NABARD activities.
7. To Publish, secure and display educational material in promotion of women's betterment.
8. To implement and strengthen any other programme containing intervention packages for the social and economic empowerment of women.
9. To ensure convergence of the women oriented programmes and schemes of sectoral departments.
10. To act as monitoring and guiding group for ensuring grass root level services (Figure 3).



TRAINING MODULE AT A GLANCE

Figure 3.

Methodology

III METHODOLOGY

The methodology adopted for the study on "Emerging Patterns of Leadership Among Women in Selected Slums of Coimbatore Corporation" is discussed under the following headings :

- A. Selection of the Area
- B. Selection of the Sample
- C. Selection of the Tools
- D. Collection of the Data and
- E. Analysis and Interpretation of the Data

A. Selection of the Area

The study was carried out in the selected slum areas in Coimbatore District. Indira Mahila Yojana, an innovative scheme of the Ministry of Human Resource Development, Department of Women and Child Development, Government of India is in operation in Coimbatore district for the past one year (1996-97) (Plate I). The Avinashilingam Education Trust was given the honour of organising 60 Indira Mahila Kendras in Coimbatore District, 40 in urban Coimbatore Corporation and 20 in Rural Karamadai Panchayat Union. Among the 40 urban groups, the 20 IMK groups in 20 slums had the unique academic inputs of community and social service by the post graduate students from four discipline namely Education, Humanities, Sciences and Home Sciences of Avinashilingam Deemed University. Hence, the investigator

INAGURATION OF IMK IN RAJU NAGAR SLUM



PLATE I

RESPONDENTS BEING INTERVIEWED BY THE RESEARCHER



PLATE II

randomly selected 10 slums from those 20 with in a radius of 2-10 km from the University. The areas were Avarampalayam, Karuppusamy Nagar, Kovilmedu, Kuppakonampudur, Periyar Nagar, Raju Nagar Seeranayakanpalayam/ P.N.Pudur, Telungupalayam Pudur, Ukkadam and Venkitapuram as shown in (Figure 4). The investigator had selected these areas owing to their accessibility, willingness and co-operation of the people and the slums adopted under Indira Mahila Yojana.

The IMY will ensure co-ordination and convergence of various programmes meant for women in an integrated fashion so as to maximise the benefits from all the programmes. Women will be organised at the anganwadi, micro levels, in Indira Mahila Kendra to form homogenous groups.

B. Selection of the Sample

Purposive sampling method involves purposive or deliberate selection of particular units of the universe for constituting a sample which represents the universe (Kothari, 1995).

The investigator met the Anganwadi workers in the adopted areas and through them met the people of the area. The investigator discussed with the people about their capabilities and accordingly selected the sample for the survey. All the key leaders and 10 group leaders of the 10 IMK group in selected slums were chosen by purposive sampling method.

Random sampling methods are those in which every item in the universe has a known chance or probability of being chosen for the sample (Gupta, 1991). For the selection of members from each group, out of 20 from each group, only two were randomly selected.

So the sample consist of 10 key leaders, 100 group leaders and 20 members amounting to a total 130.

C. Selection of the Tools

According to Devadas (1996) an interview is the oral version of questionnaire or schedule in which the subject supplies the needed information through a face to face relationship. The investigator has chosen questionnaire and rating scale as the tools for the study. A detailed questionnaire was prepared for all the 130 samples which was administered personally by the investigator (Appendix I).

The rating scale involves qualitative description of a limited number of aspects of a thing or of traits of a person (Kothari, 1990). Itemised rating scale was coined by the investigator drawing the criteria from different authors.

D. Collection of the Data

Primary data are obtained by a study specifically designed to fulfil the data needs of the problem at hand (Gupta, 1993). The primary data are those which are collected afresh and for the first time and thus happen to

be original in character (Kothari, 1995). The investigator personally met all the 130 respondents and collected the primary data for drawing necessary inferences (Plate II).

E. Analysis and Interpretation of the Data

The data collected are interpreted and analysed in chapter IV.

Results and Discussion

IV. RESULTS AND DISCUSSION

The primary data collected and consolidated for the study are presented and interpreted as follows :

- A. Socio-economic Profile of the Selected Respondents
- B. Awareness of Respondents about Indira Mahila Kendra
- C. Emerging Patterns of Leadership Traits among the Respondents

A. Socio-economic Profile of the Selected Respondents

Socio-economic profile of the respondents is studied under the following heads :

1. Age - wise distribution
2. Caste - wise distribution
3. Marital status
4. Educational status
5. Occupational pattern
6. Income level of the families

Table I gives the socio-economic profile of the selected respondents of IMK

TABLE I
SOCIO-ECONOMIC PROFILE OF THE SELECTED RESPONDENTS

S.No.	Details	Number of respondents			Total	Percentage
		Key leader (10)	Group leader (100)	Member (20)		
1. Age in years						
	18 - 20	2	1	1	4	3
	21 - 25	5	18	3	26	20
	26 - 45	2	66	6	74	57
	46 and above	1	15	10	26	20
2. Caste						
	Forward caste	3	15	3	24	18
	Backward caste	2	48	11	61	47
	Most Backward caste	3	24	4	31	24
	Scheduled caste	2	10	2	14	11
3. Marital status						
	Married	6	82	13	101	77.7
	Unmarried	4	18	7	28	22.3
4. Educational status						
	Primary school	1	8	3	12	9.2
	Middle school	1	32	4	37	28.5
	High school	3	36	4	43	33.1
	Higher secondary school	4	12	6	22	17
	College	1	2	1	4	3
	Illiterate	-	10	2	12	9.2
5. Occupational pattern						
	Coolie	-	8	2	10	7.7
	Self - employed	2	14	4	20	15.4
	Workshop	2	20	6	28	21.5
	House - wife	1	38	7	46	35.4
	Government firm	2	10	-	12	9.2
	Private firm	3	10	1	14	11
6. Monthly Income (Rs.)						
	Less than 1000	4	54	12	70	53.8
	1000 to 2000	4	40	6	50	38.5
	Greater than 2000	2	6	2	10	7.7

Age

Majority of the women respondents fell under the age group 26 - 45 years, thus comprising 57 per cent of the total sample. The young and dynamic people under the age group 21 - 25 years, amounted to 20 per cent and similarly people of the age 46 and above constituted 20 per cent of the whole sample. People who had just swept their teenage ie., 18 - 20 years, were four thus making three per cent of the sample.

Caste

From the survey it was found that 47 per cent of the total women under IMK belonged to backward caste. Among them 48 per cent of the group leaders, two per cent of the key leaders and 11 per cent of the members came under backward caste. Women belonging to most backward caste were three per cent of the key leaders, 24 per cent of the group leaders and four per cent of the members respectively, thus totalling 24 per cent of the sample. It is amazing to find that 18 per cent of the respondents came under forward caste, while 11 per cent of respondents came under scheduled caste with an urge for the betterment of the society through IMK.

Marital status

Nearly 78 per cent of the women were married having a family with most of their husbands employed. Eighty two

group leaders were married while the other 18 were unmarried. Six key leaders were married and the rest four were unmarried, 13 members were married and seven unmarried. Totally 22.3 per cent of the respondents were unmarried hoping to contribute individually to the growth of IMK.

Educational status

The study revealed that 33.1 per cent of the total sample size had under-gone high school education and among which 36 were group leaders, three were key leaders and four were members; 28.5 per cent of the sample had under-gone middle school education in which the majority were from the group leaders 17 per cent of the respondents were enthusiastic and interested to complete their higher secondary school education. People with no economic background and who could not meet a day's expense had to terminate learning at the primary school level itself and nearly nine per cent of the respondents fell under that category. People with good financial background and a strive for knowledge were able to complete their graduation and three per cent, viz., one key leader, two group leaders and one member came under this group. There were people with comfortable economic background but still no thirst for education and they comprised the illiterate group making 9.2 per cent of the sample size.

Occupational pattern

The women's attitude of enjoying life is being a house wife and this was reflected by the majority of the respondents say 35 per cent people of low economic status and adherence to traditional jobs were 7.7 per cent working as coolies. People who had self-confidence and need for achievement had the courage to face life were 15 per cent among which 14 were group leaders, two were key leaders and four were members. People who possessed physical strength but lacked financial support and mental stimulation naturally tend to work under others. This was seen in the survey where 22 per cent of the people were employed in workshop with the meagre salary. People were secure under government jobs and 9.2 per cent of the sample were of this type. There were nearly 11 per cent of the people who were risk taking as well as free from the clutches of private firms.

Economic status

People unable to meet their monthly requirement were 54 per cent with the monthly income of less than Rs. 1000 and among which 54 were group leaders, 12 were members and four were key leaders. About 38.5 per cent of the women though suffocate economically, they were still able to breath with the income range of Rs.1000 to 2000. Women who could enjoy life with the good income of more than Rs. 2000

were eight per cent in which two were leaders. Six were group leaders and two were members.

B. Awareness of Respondents about IMK

Status of awareness about IMK of the women key leaders, group leaders and members is discussed under the following heads :

1. Source of information about IMK
2. Benefits achieved from IMK

1. Source of information about IMK

Table II indicates the source of information based on which the various key leaders, group leaders and members of IMK had known about it and enrolled themselves in IMK.

TABLE II
SOURCE OF INFORMATION ABOUT IMK

S.No.	Source of Information	Number of respondents			Total	Percentage
		Key leader (10)	Group leader (100)	Member (20)		
1.	College professor	7	18	1	26	20
2.	Leader	1	78	16	95	73
3.	Others	2	4	3	9	7

Indira Mahila Kendra was made known to most of the respondents by the key leaders of IMK, that is one leader

had reported that she was aware of IMK by the other leaders, while 78 group leaders reported that key leaders were main source of information and 16 members had agreed to the same. Thus 73 per cent of the sample were of the opinion that key leaders were the main source of information on the activities of IMK; 20 per cent of the sample agreed that college professors helped them to know about IMK and its functions and this was supported by 18 group leaders, seven key leaders and one member. Two key leaders, four group leaders and three members were of the opinion that they came to know about IMK from many other sources like seminar, workshop, refresher courses, magazines and general public.

Number of samples

The survey included 130 samples comprising of ten key leaders, 100 group leaders and 20 members of IMK.

Selection of respondents

All the key leaders were identified by college professors, who also helped in selecting group leaders and members; 21 respondents were selected by college professors, 93 respondents by their leaders and 16 of them were selected by others who had some association with IMK and who had a good public opinion.

Number of groups in the adopted areas

From the survey it was found that there were 10 groups in each adopted area except Ukkadam, one of the slum in corporation, which had only seven groups. So Ukkadam had only 140 members.

Number of members in each group

There were about 20 members in each group and only two members from each group was considered for the survey thus making a total of 20 members on the whole for the study.

Acceptance of leaders' decisions by the members

From the survey, it was depicted that members attitude were online with the leaders decisions; 98 respondents were of the view, that 89 per cent of the group members accepted their opinions and 12 respondents told that 11 per cent of the group members did not accept their opinions.

All the leaders were familiar with the names of their members (Plate III). The members told that 87.3 per cent of the leaders performed their role effectively and 12.7 per cent were not up to the mark.

Motivation of leaders towards work

About 89.1 per cent of the IMK leaders felt that they were motivated and satisfied towards their work and about 10.9 per cent felt that they had to energy and activate themselves.

KEY LEADER INTERACTING WITH MEMBERS



PLATE III

Participation in meetings

About 89 per cent of the key leaders and group leaders reported that they attended the meetings regularly and 11 per cent of them did not attend meetings frequently. About 73.6 per cent of the members reported that they attended meetings regularly while 26.4 per cent were irregular in attending the same.

About 84.5 per cent of the respondents reported that leaders' conducted the meetings regularly and 15.5 per cent of the respondents opined that the meetings were not conducted regularly.

Contact with the public

About 83.6 per cent of the respondents interacted with the public while 16.4 per cent did not communicate the activities of IMK to general public.

Capacity of the leaders

About 73.6 per cent of the leaders had the capacity to play their role effectively while 16.4 per cent found it difficult to manage their roles in their family and society.

Present situation of IMK

Majority of the sample that is, 92.7 per cent, were of the opinion that IMK is functioning effectively and only a meagre size of about 7.3 per cent were of the opinion that IMK did not function effectively.

Role of Women in the Society

Women have a significant role in the growth and development of the society. Despite the problems in their family they have thunder struck too from the society which they face it courageously to forgo their hardships. Their role in the society could be discussed under the following heads :

1. Role of women in the growth and development of their area
2. Problems faced by women
3. Economic development of women

1. Role of women in the growth and development of their area

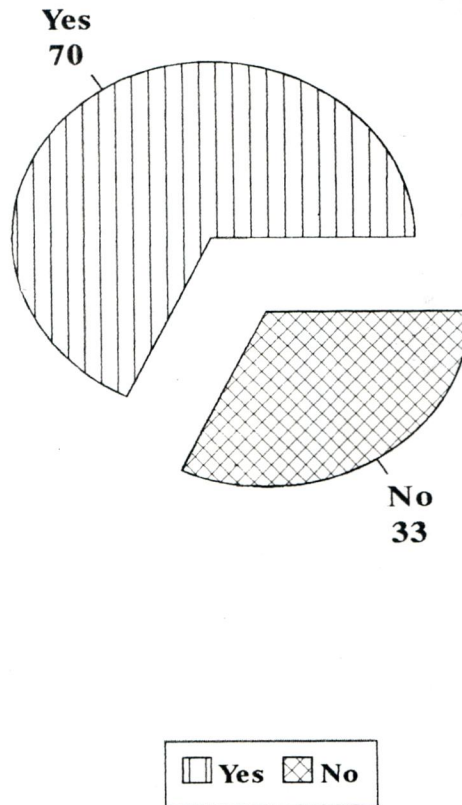
This aspect highlights to what extent the respondents had identified themselves as responsible persons in probing the problems of the society and pruning them. Table III and Figure 5 depict this information.

TABLE III

ROLE OF WOMEN IN THE GROWTH AND DEVELOPMENT OF THEIR AREA

S.No.	Options	Number of respondents			Total	Percentage
		Key leader 10	Group leader 100	Member 20		
1.	Yes	7	67	13	87	70
2.	No	3	33	7	43	30

Women are now becoming sociable and they have an urge to prune their society from all vicarious deeds. Likely 70 per cent of the sample size had reported that they had realised their responsibilities towards their society and also had started implementing it by developing their area. Seven key leaders, 67 group leaders and 13 members supported this fact. Women who were still under operational constraints with an inability to expose their ideas for the betterment of their area could not strive for the welfare of the society. About 30 per cent of the respondents had not realised their responsibilities and though they were in IMK, they did not have a clear vision of its ideas. So they did not work for the development of their area. Three key leaders, 33 group leaders and seven members were vague about the objectives of IMK.



ROLE OF WOMEN IN THE GROWTH AND DEVELOPMENT OF THEIR AREA

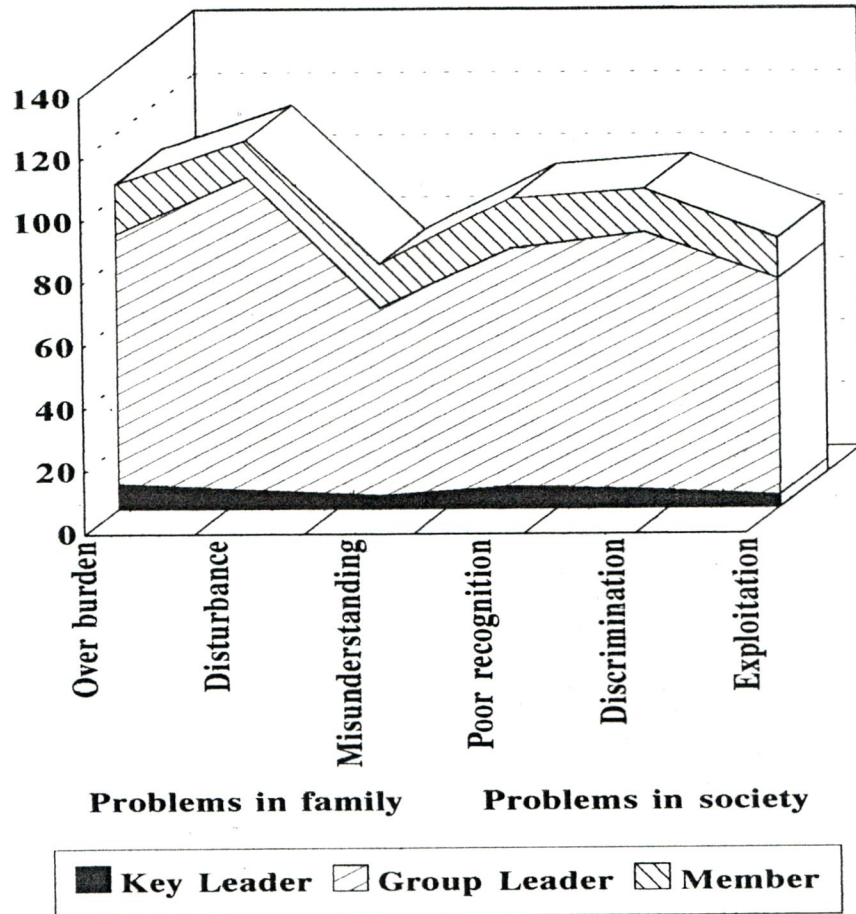
Figure 5.

Irrespective of the position the women held in IMK, they had problems within family and their supporting society which is portrayed in Table IV.

TABLE IV
PROBLEMS FACED BY WOMEN

S.No.	Options	Number of respondents			Total (130)
		Key leader (10)	Group leader (100)	Member (20)	
1.	Problems in family				
	i. Disturbance	6	100	12	118
	ii. Over burden	8	80	16	104
	iii. Misunderstanding	4	60	14	78
2.	Problems in society				
	i. Discrimination	6	82	14	102
	ii. Poor recognition	7	76	16	99
	iii. Exploitation	4	69	13	86

Being the weaker sex, women community had problems throughout (Figure 6). Holding any position in the community had an influence on the type of problem faced by women. Women had proved that they could manage multiple situations overcoming their hurdles, eventhough they agreed they had obstacles in their career. Accordingly, 104 respondents



PROBLEMS FACED BY WOMEN
Figure 6.

agreed they had problems in the family relating to overburden and stress. While 118 respondents had problems relating to mental disturbance and worries. Seventy eight respondents were affected as they had misunderstandings within their family.

Tackling problems in the society is more risk taking than facing problems within the family. Accordingly 99 respondents including seven key leaders, 76 group leaders and 16 members had identified that they had problems in the society as they were not solely recognised inspite of holding position in IMK which familiarises them to the society. About 102 respondents had reported that they were discriminated in the society for being the weaker sex.

Nurturing women community also includes a rise in their economic status. Their opinion on economic independence could be visualised below.

TABLE V
OPINION ON ECONOMIC-INDEPENDENCE

S.No.	Options	Number of respondents			Total (130)	Percentage
		Key leader (10)	Group leader (100)	Member (20)		
1.	Yes	4	49	8	61	47
2.	No	6	51	12	69	53

Though rapid industrialisation had led to the economic development of the nation, it had not improved the economic status of women community (Plate IV and V). Though women are eligible for the status of social acceptability and equal job opportunities, this had not altered the economic growth of women as they were either paid less or they had to contribute their earnings to their family. As such only 47 per cent of the respondents had agreed that women had a conspicuous role in the economic development of the nation. Fifty three per cent of the respondents had an opinion that employment was not the only measure to improve the status of women. It is attitudinal change of the men and society towards women. This view was supported by six key leaders, 51 group leaders and 12 members.

2. Benefits achieved from IMK

Any motivating benefits would naturally have a good impact on the attitude of the respondents. The benefits obtained from IMK by the different respondents could be known from the following Table VI.

IMK GROUPS IN WOMEN'S DAY CELEBRATION



PLATE IV

ECONOMIC EMPOWERMENT TO WOMEN



PLATE V

TABLE VI
BENEFITS ACHIEVED FROM IMK

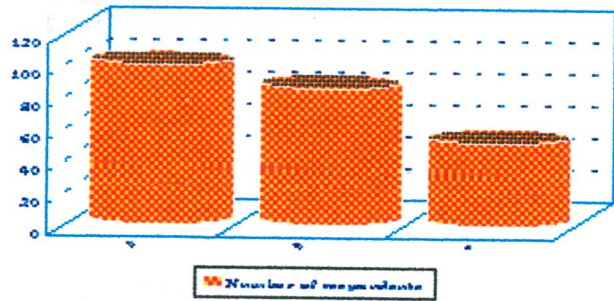
S.No.	Types of benefits	Number of respondents (130)
1.	Personal	
	Applied for ration cards	100
	Applied for individual loans	86
	Obtained loans	52
2.	Community	
	Enabled Balwadi development programmes Celebrated functions/festivals	92
	Organised cleanliness campaign	76
	Motivated through conducting programmes	60
	Arranged water facilities	47
3.	Collective Action	
	Attending meetings in colleges	117
	Health Campaign	112
	Leadership training	110
	Representing grievances to the collector	101
	Formation of Self Help Groups	95
	Legal awareness	94
	Literacy campaign	89
	Participating in banker's meeting	86
	Visits of VIPS, like secretary Collector/Mayor/RMK Director	68
	Entrepreneurial skills	63
	Thrift and credit groups	50

All the respondents were of the opinion that they had come out of their houses for solving their individual and community problem, assumed leadership positions, learnt to work collectively, gained courage to speak in the meetings of officials and in colleges and enriched with knowledge on various development schemes for the uplift of slum women like SUME, UBSP, services for handicapped and so on (Plate VI and VII). But the benefits had not reached whole gamut of IMK but only fringes of the group. But there should be continuous motivation and regular programmes to bring all the member to the regular stream. They had individual benefits too like obtaining ration cards, financial assistances from banks recognition and leadership position in IMK. It is a good beginning to be sustained and streamlined (Figure 7).

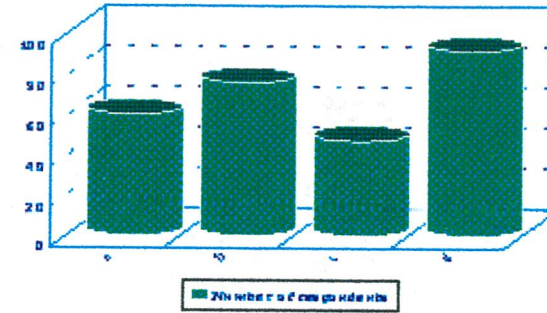
C. Emerging Pattern of Leadership Traits among the Respondents

Respondents themselves had identified the set of traits that should be possessed by an individual to crown herself a leader. This is discussed under the following heads :

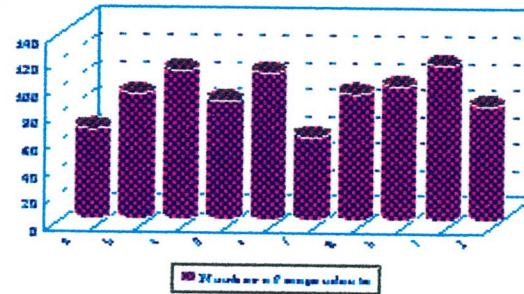
1. Identification of leadership traits by the respondents
2. Rating leadership traits of respondents by the researcher
3. Suggestions given by the respondents.



Personal



Community



Collective Action

BENEFITS ACHIEVED FROM IMK

Figure 7.

DISCUSSION ON SOLVING PROBLEM



PLATE VI

LEADERSHIP MEET IN THE UNIVERSITY



PLATE VII

1. Identification of leadership traits by the respondents

Ten traits were identified as the important criteria for moulding leadership qualities. This was rated by the respondents from which the most required to the least important quality could be identified. This is picturised in Table VII.

TABLE VII

IDENTIFICATION OF LEADERSHIP TRAITS BY THE RESPONDENTS

Name of S. the traits No.	Number of respondents			Total (130)	Percentage	Rank order
	Key leader (10)	Group leader (100)	Member (20)			
1. Self-confidence	6	67	13	86	66.2	VI
2. Skill at work	7	53	15	75	57.7	VII
3. Friendliness	4	49	8	61	47.0	VIII
4. Honesty	3	27	9	39	30.0	X
5. Obedience	4	35	8	47	36.2	IX
6. Selflessness	8	83	14	105	80.8	IV
7. Interaction	8	89	17	114	87.7	II
8. Knowledge	7	88	15	110	84.6	III
9. Interest	9	79	16	104	80.0	V
10. Service-mindedness	9	94	19	122	93.8	I

Although many behavioural scientists had identified the prominent traits of leadership yet no one had completely given the set of traits that should be possessed by a leader. This survey helped to find out those traits which were ranked as the prominent and profound traits by the respondents. From the survey it was found that service mindedness was considered to be a dominant trait that should be present in the leaders and 93.8 per cent supported this fact. Interaction ranked as the second important trait for leaders by 87.7 per cent of the sample. Knowledge was ranked by 84.6 per cent of the sample as the third key factor in leadership. Similarly, the ranking of traits in their order of importance were self-lessness (80.8 per cent), interest (80 per cent), self-confidence (66.2 per cent), skill at work (57.7 per cent), friendliness (47 per cent), obedience (36.2 per cent) and honesty (30 per cent).

Computation of F-Test for equal sample sizes

Traits S.No.	Leader (X_1^2)	Group leader (X_2^2)	Member (X_3^2)
1.	36	4489	169
2.	49	2809	225
3.	16	2401	64
4.	9	729	81
5.	16	1225	64
6.	64	6889	196
7.	64	7921	289
8.	49	7744	225
9.	81	6241	256
10.	81	8836	361
	465	49,284	1930

Table Value :

2/27 degree of freedom at 5 % level of significance : 3.35

2/27 degree of freedom at 1 % level of significance : 5.49

Derived value : 53.99

Table value at 1 % level of significance is 5.49 and derived value > 5.49 and hence highly significant.

'F' test interprets that the derived value (53.99) is greater than the table value (5.49) at five per cent level of significance. Hence the assumption that, "there exists difference in the attitudes of the key leaders, group leaders and members regarding the rating of the leadership traits by the respondents varies". In other words, key leaders have rated the traits according to their aspirations which varies from those of the group leaders and members. Both the group leaders and the members have also identified and rated the traits which they felt should be possessed by an individual to emerge herself as a leader. Accordingly from the mean found out, the members, in the whole team had ethically identified the traits which they believed could equip them to be the best leader. Next, the group leaders have also analysed those traits by which they can fill in the gaps created by the key leaders at present. Finally the key leaders, had themselves identified certain traits which they felt could make them lead the group to accomplish their goals and to integrate their goals with that of the goals of IMK.

Previous experience of the leaders which helped them to emerge as leaders of IMK is illustrated below.

TABLE VIII
LEADERSHIP POSITIONS HELD

S.No.	Previous experience	Number of respondents			Total
		Key leader	Group leader	Member	
1.	Class leaders	-	4	1	5
2.	Women's club leaders	1	10	2	13
3.	Unofficial leaders	2	21	2	25
4.	Election contestants	3	11	1	15
5.	Area leaders	2	19	3	24

The key leaders and group leaders of IMK had some previous experience which helped them to emerge as the leaders of IMK. Four group leaders and one member had been class leaders during their schooling. One key leader, 10 group leaders and two members had exposure to the society as being women's club leaders before joining IMK. Two key leaders, 21 group leaders and two members of IMK had also been working as unofficial leaders before they joined IMK. Three key leaders, 11 group leaders and one member had contested in the ward elections which helped them to emerge as the leaders and members of IMK. Few people had already been recognised as their area leaders because of their

tendency to help, social acceptance, etc. and likely two key leaders, 19 group leaders and three members were functioning as their area leaders, before joining IMK.

2. Rating leadership traits of respondents by the researcher

The 130 respondents were rated by the researcher individually based on the leadership quality inherent or built-up in her.

The leadership traits used for rating were those identified by Chapter I. Barnard and Blair J. Kolasa (1989). These traits were enumerated by the researcher for an analytical and descriptive rating of respondents. This is depicted in Table IX.

TABLE IX
LEADERSHIP TRAITS VS RESPONDENTS

S.No.	Traits	Number of respondents														
		Key leader					Group leader					Member				
		5	4	3	2	1	5	4	3	2	1	5	4	3	2	1
1.	Skill at work	2	5	3	-	-	12	33	18	37	1	1	2	6	2	9
2.	Sociability	4	3	3	-	-	42	36	22	-	-	10	4	6	-	-
3.	Initiative	7	2	1	-	-	57	33	-	-	10	1	6	12	1	-
4.	Self-lessness	6	2	2	-	-	63	32	5	-	-	11	6	2	1	-
5.	Interaction	2	6	2	-	-	21	62	15	2	-	12	3	3	2	-
6.	Self-confidence	7	3	-	-	-	12	45	23	20	-	-	8	9	3	-
7.	Motivation	6	4	-	-	-	13	60	22	5	-	-	12	5	3	-
8.	Organising	8	2	-	-	-	14	70	16	-	-	-	2	17	1	-
9.	Controlling	10	-	-	-	-	21	47	17	15	-	-	4	6	4	6
10.	Knowledge	2	3	5	-	-	2	33	35	17	13	-	3	7	6	4
11.	Patience	3	6	1	-	-	9	61	22	8	-	7	6	4	3	-
12.	Honesty	-	7	3	-	-	11	29	41	10	9	-	7	9	4	-
13.	Empowerment	4	3	3	-	-	14	60	18	8	-	-	2	10	8	-
14.	Service-mindedness	4	4	2	-	-	20	49	16	18	7	7	5	5	3	-
15.	Problem-solving	7	2	1	-	-	41	27	20	12	-	2	4	12	2	-
16.	Decision-making	9	1	-	-	-	15	32	33	12	8	2	3	8	5	2
17.	Empathy	4	4	11	-	-	27	37	18	10	8	2	3	8	5	2
18.	Punctuality	4	4	2	-	-	12	34	25	22	7	2	4	7	5	2
19.	Flexibility	3	4	1	2	-	41	32	7	14	6	8	8	2	2	-
20.	Unbiased Judgement	4	3	2	1	-	37	23	12	20	8	1	2	6	6	5

From the various leadership traits identified, the respondents were found to be more initiative in any task they undertake. Most of the group leaders ie., 63 of them exhibited a self-less behaviour. Motivation was identified as one of the important traits and all the key leaders motivated their sub-ordinates to a great extent. All the key-leaders though controlled their sub-ordinates, still they empowered them to a great extent in their activities to carry out their own ideas. Any disruptive and problematic situation was handled efficiently by most of the respondents and this was portrayed in their problem-solving and decision-making traits.

3. Suggestions given by the respondents

Respondents had listed out some suggestions to improve the working of IMK. Though IMK functions to its maximum level to get a refined achievement of its objectives, these suggestions should be implemented in due course. The suggestions given by the respondents are portrayed in Table X.

TABLE X
SUGGESTIONS GIVEN BY THE RESPONDENTS

S.No.	Suggestions	Number of respondents (130)
1.	The margin for loan facilities should be extended	64
2.	Number of people under self-employment should be increased	54
3.	Self-help group should be increased	45
4.	Group leaders should have interaction	45
5.	Capacity building programme needed	44
6.	Field trip is required to motivate people working for IMK	36
7.	Number of meetings should be increased	28
8.	More communication between all the levels are required	22
9.	Exhibitions should be conducted often	22
10.	Better awareness on IMK should be done	13

Though meagre in number, constructive suggestions were forth coming from the respondents. The respondents who were closely associated (key leaders and group leaders) with IMK suggested long term programmes like capacity building, leadership training, networking of development programmes and formation of self help groups for better quality of life.

The members wanted to equip themselves through awareness programmes like exhibition and meetings on IMK. They were anxious to have financial help from nationalised banks and insisted systematic interaction with group leaders.

Problems expressed by the key leaders about group leaders

1. The group leaders do not attend meetings regularly.
2. The updation of records are not regular.
3. No proper co-ordination.
4. Even when called for the meeting they do not turn up, due to their personal work.
5. Partiality to certain members of the group.

Problems expressed by the group leaders about key leaders

1. Take hasty decisions.
2. Do not inform the dates of the meetings previously.
3. Very autocratic.
4. Do not allow to voice out ideas.
5. While passing on information, directly passing it on to members, thus isolating the group leaders.

Problems expressed by the members about key leaders and group leaders

1. Leaders do not inform the correct date of meeting and hence both group leaders and members could not attend it.
2. No empowerment.
3. The whole process of record maintenance comes under members and both key leaders and group leaders do not share the work.
4. Benefits of loans do not reach all.
5. Meetings are usually delayed.

With all these misapprehensions, still IMK functions successfully. To make better the best, the group leaders should understand their sole responsibilities and also the duties and role of leaders and do it promptly and properly so that, the second line of leadership that forms can have a very good conduct of IMK. Also the members should realise their responsibilities, work load of group leaders, so that in their absence, the members can meet up to the expectations of group leaders, by working dynamically. The leaders themselves should analyse what their problems are, how the group leaders and members feel under their leadership and accordingly change themselves for proper functioning.

Documentation of area information

The key leader and group leaders were very active and dynamic in having the complete area information like people with no ration cards, families with handicapped, illiterate, mentally retarded, women headed families, personal data about the key leaders, group leaders and members of IMK, various activities undertaken in that area, number of loans sanctioned, money collected for IMK membership, benefits provided, meetings conducted, number of key leaders, group leaders and members attending the meetings, content of the meetings and various social activities undertaken. The various areas operating under IMK had a regular and systematic maintenance of records. The key leaders and group leaders worked together for updation of the day to day activities of the IMK in their area, while the members helped in the proper maintenance and sorting of all possible records. These records were maintained properly so that any clarification could be drawn.

Summary and Conclusion

V. SUMMARY AND CONCLUSION

The study on the "Emerging Patterns of Leadership among Women in Selected Slums of Coimbatore Corporation". It was conducted in 10 slum of Coimbatore Corporation. Indira Mahila Yojana, an innovative scheme of the Ministry of Human Resource Development, Department of Women and Child Development, Government of India is in operation in Coimbatore district for the past one year (1996-97) the Avinashilingam Education Trust was given the honour of organising 60 Indira Mahila Kendras in Coimbatore district, 40 in urban Coimbatore corporation and 20 in Rural Karamadai Panchayat Union. Among the 40 urban groups the 20 IMK groups in 20 slums had the unique academic inputs of community and social service, by the post graduate students of Avinashilingam Deemed University. Hence, the investigator randomly selected 10 slums from those 20.

The survey included 130 samples comprising of ten key leaders, 100 group leaders and 20 members of IMK, hailing from 10 slums namely Avarampalayam, Karuppusamy Nagar, Kovilmedu, Kuppakonampudur, Periyar Nagar, Raju Nagar, Seeranayakanpalayam, Telungupalayampudur, Ukkadam and Venkitapuram. From the survey it was found that there were 10 groups in each adopted area except Ukkadam, one of the slums in Corporations, which had only seven groups.

There were about 20 members in each group and only two members from each group were randomly chosen for the survey thus making a total of 20 members and hence 130 respondents were contacted personally on the whole, for the study.

1. Most of the women respondents fell under the dynamic age group 26 - 45 years, thus comprising 57 per cent of the total sample.
2. Forty seven per cent of the women under IMK belonged to backward caste, while 18 per cent of the respondents came under forward caste and 11 per cent, under scheduled caste.
3. Nearly 78 per cent of the women were married having family with most of their husbands employed. Eighty two group leaders were married, while the other 18 were unmarried.
4. Nearly 80 per cent of the respondents were educated while nine per cent of the sample were illiterate.
5. Majority of the respondents were housewives while eight per cent were working as coolies. Nine per cent of the women undertook government jobs while 11 per cent of the women were working in private firms.
6. Indira Mahila Kendra was made known to most of the respondents, that is 73 per cent, through the leaders, while college professors were the next source of information for 20 per cent of the respondents.

7. As motivation is a very important aspect to carryout their work successfully, 89 per cent of the IMK leaders were motivated to work with complete satisfaction. Eleven per cent of the respondents did not have a positive attitude towards their work.
8. Majority of the respondents, that is, 89 per cent of key leaders and group leaders, 74 per cent of the members attended meetings regularly. Eighty five per cent of the respondents were of the view that meetings were conducted regularly.
9. Any information regarding the functions and activities of IMK were communicated to the public by 84 per cent of the respondents.
10. About 73.6 per cent of the leaders had the capacity to play their role effectively while 16.4 per cent found difficult to manage their roles in their family and society.
11. Seventy per cent of the sample size had realised their responsibilities towards the society and also were planning to implement the same to develop their area. Thirty four per cent of the respondents did not have a clear vision about the mission of IMK and they were vague about the functions that were to be carried out.
12. All the group leaders were interrupted in showing their full involvement and commitment in IMK because of the disturbance which rippled from their family into the

- society. Four key leaders, six group leaders and 14 members were of the opinion that misunderstanding in their family was a stumbling block in their contribution to IMK.
13. Good recognition and proper support would acknowledge the work of any person. Ninety nine respondents had poor recognition among the public. About 102 respondents were of the opinion that they were discriminated and male chauvinism - inhibited their enthusiasm. Eighty six respondents felt that they were exploited and dominated by the male community in carrying out the functions of IMK.
 14. Fifty three per cent of the respondents had agreed, that were not economically improved eventhough they were in IMK while 47 per cent of the respondents agreed their link with IMK had improved their economic position.
 15. The respondents held various positions previously before entering into IMK; five respondents were class leaders, 13 were women club leaders, 25 were unofficial leaders, 15 were election contestants and 24 were area leaders.
 16. Collective programmes like creating legal awareness, conducting health campaigns, literacy campaigns and leadership training programmes were organised and

participated by most of the respondents. On an average seven leaders, 80 group leaders and 14 members were involved in such programmes.

17. Certain traits that were considered to be most important for the leadership quality were identified by the respondents among which 94 per cent ranked 'Service mindedness' as the very important trait. Secondly, 88 per cent ranked 'Interaction' as the most profound trait and knowledge as the next vital trait to become a good leader.
17. Analysis using F-Test reveals that there exists a certain difference in the ranking and rating of the leadership traits by the key leaders, group leaders and members.
18. All the key leaders believed 'Controlling' was the trait that should be possessed by any leader while most of the group leaders felt 'Selflessness' as an important trait. All the members identified empowerment and sociability as the very important qualities that should be possessed by any leader who needs to fulfil her social requirements.
19. Key leaders faced certain problems from their group leaders which included irregular attendance in the meetings, improper updation of records and lack of co-ordination.

20. The group leaders revealed the problems that cropped up from the key leaders like taking hasty decisions, autocratic way of dealing things, lack of empowerment and delay in informing the dates of the meetings to the group leaders.
21. The members had certain problems like dumping the whole record work in their hands, no participation and distortion of communication regarding any activity.
22. IMK was a source of help and support for the respondents themselves and for the community. It provided a collective and synergistic action to help the people. About 100 respondents had applied for ration card and 86 applicants were sanctioned for the loan. The community was benefitted through cleanliness activities and 47 respondents helped in arranging water facility for the community 110 respondents helped to conduct leadership training programmes while 112 respondents aided in conducting health campaigns.

The following suggestions are offered to utilise to the maximum the emerging patterns of leadership among IMK women who are to be the pace setters for positive social changes.

1. More number of meetings of longer duration should be conducted to enable detailed discussion of all the future programmes for active preparation and better interaction between key leaders, group leaders and members.

2. Involvement and participation of the local people is also required to assess whether the benefits from IMK, reach the public effectively.
3. Interaction and communication between all the levels are required so that any discussion made by the key leaders would also reach the group leaders and members.
4. Awareness about IMK should be created in the minds of the public through effective and popular media. It could be facilitated by publishing a monthly news letter at district level.
5. While sanctioning loans, care must be taken that loans are given to the needy persons and also at the right time. Margin for loan facilities should also be extended.
6. More self-help groups should be formed to inculcate the habit of thrifty living.
7. Arranging field trips, conducting non-monetary benefits programmes etc., would motivate and boost the morale of the key leaders, group leaders and members.
8. Frequent capacity building programme should be organised for key leaders, group leaders and members of IMK to update themselves about the changes in the society and to accordingly plan and implement the activities and sustain the groups in cohesion.

Conclusion

IMK, one of the historic schemes formulated for women, is undertaking various activities for the betterment of women community. So far the government has launched many beneficiary programmes for the upliftment of the downtrodden. Women, who play a dominant role at present in the development of the society are moulded by the measures taken by IMK. It is also in the process of organising various self-help groups to build a constructive self-oriented approach for future savings. All the 10 areas have a good take off and undaunted spirit and enthusiasm. If the realistic and global objectives of IMK are realised, we are sure to beckon with a bright prosperous India heralded by women leaders. This is an exclusive novel and ambitious scheme which stress on convergence of services. The emerging patterns of leadership traits among these 200 women in 10 slums revealed bright prospects for women to become partners in development.

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Appendices

APPENDIX I

A QUESTIONNAIRE TO ELICIT INFORMATION ON "EMERGING PATTERNS OF LEADERSHIP AMONG WOMEN IN SELECTED SLUMS OF COIMBATORE CORPORATION"

Date :

Area :

I. General Information

1. Name of the Interviewer :
2. Name of the Interviewee :
3. Age :
4. Caste and Community :
 1. Forward
 2. Backward
 3. Most backward
 4. Scheduled caste
 5. Scheduled tribe
5. Educational Qualification :
6. Marital Status :
 1. Married
 2. Unmarried
 3. Widow
 4. Divorce
7. Type of Family :
 1. Joint family
 2. Nuclear family

II. Family Details

S. Name of the Sex Relationship Age Educational Occupation Monthly
No. members of qualification income
the family in Rs.

Address :

III. Awareness About I.M.K.

1. The source of information about I.M.K. was :
(i) College professor (ii) Leader (iii) Others
2. Your role in I.M.K.
(i) Leader (ii) Group leader (iii) Member
3. You were selected by :
(i) Leader (ii) College professor (iii) Others
4. Does I.M.K. conduct meetings for leaders ?
(i) Yes (ii) No

IV. Information About the Group

1. The number of groups in your area :
(i) 1 (ii) 5 (iii) 10
2. The number of members in a group
(i) 10 (ii) 20 (iii) 30
3. Educational status of the group members :

	Number of persons :	
	Literate	Illiterate

 - a. Leader
 - b. Group Leaders
 - c. Members
4. Qualities on which the members of the group are selected
 - i. Self-confidence
 - ii. Skill at work
 - iii. Friendliness
 - iv. Honesty

V. *Leader's Participation in the Group*

1. *The most prominent quality in you, that moulded your leadership*

(i) Interest, (ii) Service-mindedness (iii) Knowledge

2. *The basis on which the members are selected*

(i) Interaction (ii) Obedience (iii) Selflessness

3. *Do the members agree with your decisions ?*

(i) Yes (ii) No

4. *Do you know the name of your leader and other group leaders ?*

(i) Yes (ii) No

5. *Do the leaders perform their roles properly ?*

(i) Yes (ii) No

(Specify the reasons)

6. *Do you motivate your other group leaders ?*

(i) Yes (ii) No

7. *Benefits that can be got from I.M.K.*

(i) Loans (ii) Self-Employment (iii) Ration card

(iv) Legal advice (Any other specify)

8. *Do you regularly attend the meetings conducted for you ?*

(i) Yes (ii) No

9. *Are the meetings for group leaders conducted regularly ?*

(i) yes (ii) No

10. *Do you have direct contact with the public ?*

(i) Yes (ii) No

VI. Impacts of Being a Leader

1. Do you face any problem, in being a leader ?
(i) Yes (ii) No
2. Did you face any hurdles, because of your group members ?
(i) Yes (ii) No
3. Have you got any previous experience as a leader ?
4. Do the members participate in the meetings regularly ?
(i) Yes (ii) No
5. Are you satisfied as being a leader ?
(i) Yes (ii) No
6. Do you have any suggestions to improve the working of I.M.K. ?
(i) Yes (ii) No
(If yes specify)

VII. Position of Women in the Society

1. Do women help in the growth and development of your area ?
(i) Yes (ii) No
2. Do women have problems in their family ?
(i) Yes (ii) No
3. Do women have problems in the society ?
(i) Yes (ii) No
4. Do you face any problems, for holding a position in I.M.K. ?
(i) Yes (ii) No
5. Have the women community developed economically ?
(i) Yes (ii) No