< THE IMPACT OF WOMEN LEADERS ON BUSINESS PERFORMANCE>

by

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DEDICATION

I hereby declare that the thesis entitled **"The Impact of Women Leaders on Business Performance"** submitted to SSBM, Geneva, for the award of the degree of Doctor of Business Administration, is my original research work. This thesis, or any part thereof, has not been submitted, either partially or fully, for the fulfillment of any degree or diploma in any other university or institution.

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ACKNOWLEDGEMENTS

Women leaders face unique challenges every day, striving to demonstrate our capabilities, contribute to the success of our organizations, support those around us, care for our families, and

maintain a work-life balance. This journey is not easy and is often very demanding. Professor Saša Petar has always been by my side, providing detailed guidance step by step, enhancing my research skills, and empowering me to pursue my dreams with confidence.

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ABSTRACT OF THE DISSERTATION

THE IMPACT OF WOMEN LEADERS ON BUSINESS PERFORMANCE

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The persistent underrepresentation of women in business leadership is shaped by dominant paradigms that prioritize masculine-coded traits and overlook the influence of social identities and power structures. This study addresses the gap in understanding the specific competencies women develop to navigate exclusionary leadership environments.

On methodology, the research integrates quantitative data from mid- to senior-level leaders with qualitative insights from in-depth interviews with women leaders. The quantitative phase assesses gender differences in transformational leadership, emotional intelligence, strategic acumen, and adaptive capacity using validated instruments. The qualitative phase explores women's lived experiences of skill acquisition and strategies for overcoming systemic barriers. By integrating both quantitative and qualitative data strands, this study endeavors to construct a robust and comprehensive model of gender-inclusive leadership. This synthesized model will illuminate the intricate mechanisms through which individual competencies intersect with broader organizational

structures. Concurrently, it aims to offer context-specific strategies for fostering genuine equity in leadership development programs. Ultimately, this research seeks to inform adaptive, evidence-based practices. These interventions are designed to directly challenge deep-seated structural limitations and cultivate a truly inclusive leadership pipeline within diverse organizational settings.

Chapter 1 INTRODUCTION

1.1 Introduction

The discourse surrounding gender in leadership has become increasingly prominent, especially within the business and corporate spheres. Historically, men have been perceived as inherently more competent and authoritative, resulting in their disproportionate representation in leadership positions across numerous sectors. This entrenched stereotype has significantly contributed to the persistent underrepresentation of women in leadership, irrespective of industry demands.

Traditional societal roles, with men historically engaged in hunting and gathering and later dominating public life, have reinforced this perception. In agricultural societies, women were often relegated to domestic roles, primarily supporting men and caring for children. The historical narrative, largely shaped by male figures and their achievements, has further solidified the notion of male leadership as the norm. While notable exceptions, such as influential queens, have demonstrated women's leadership capabilities, these instances have often been overshadowed by the prevailing male-centric narrative.

Even the advancements that have propelled humanity forward, such as scientific and technological innovations, have historically been attributed predominantly to men. Although figures like Marie Curie stand as powerful counterexamples, the general perception remains that men are the primary drivers of progress and innovation.

However, the rapid advancements in science, technology, and the increasingly interconnected nature of our globalized world have challenged these traditional paradigms. The digital age, with its emphasis on diverse skill sets and collaborative approaches, has created new avenues for human development. As educational opportunities have broadened and workforce requirements

have evolved, the traditional gender divide in career development has begun to narrow. Yet, the question remains: has this shift extended to leadership positions, where deeply ingrained biases continue to influence perceptions of competence and authority?

However, these conventions are being challenged by new research suggesting that women possess leadership skills that can enhance organizational performance (Eagly, 2020; Farhan, 2022; Joshi, 2021). With globalization and the women's revolution over the past several decades, women have increasingly sought equality with men. They no longer accept practices such as polygamy and have achieved significant milestones in education, employment, and salary equality. Women now compete with men across many domains of society, demonstrating their capabilities and contributions in various fields.

Organizations are starting to recognize the need for gender diversity within their leadership teams (Wolfram, 2020). In addition to upholding moral and social norms, diverse leadership including gender, experience, knowledge, and skills connected to observable gains in operational and financial performance. New findings emphasize how women's distinct perspectives and abilities can enhance business culture, strategic planning, and decision-making (Lorenzo, 2018; Post, 2014).

Furthermore, the growing number of women in leadership positions is a reflection of larger societal shifts toward equality. This change is motivated by the practical realization that varied teams perform better than homogeneous ones (Lee, 2004). The capacity to draw on diverse viewpoints has been acknowledged as a crucial competitive advantage as the world economy grows more interconnected.

Leadership research has increasingly recognized gender as a critical dimension shaping leadership processes and outcomes. Despite significant societal progress and decades of gender equality

discourse, women remain underrepresented in senior leadership roles globally. This persistent discrepancy calls for a deeper examination of the forces shaping leadership access and outcomes across gender.

Traditional narratives often attribute women's underrepresentation in leadership to a lack of inherent leadership qualities. However, empirical research challenges these assumptions. A comprehensive meta-analysis of 99 independent samples has revealed important insights into gender and leadership effectiveness (Paustian-Underdahl, 2014). The findings indicate that women are perceived to be as effective, if not more so, than their male counterparts in leadership roles. Notably, this trend is especially pronounced when effectiveness is evaluated by others, such as peers, subordinates, or supervisors. In contrast, self-assessments tend to show less of a gender difference, suggesting that external evaluations may offer a more accurate reflection of leadership performance. These results challenge long-standing stereotypes that associate leadership effectiveness primarily with masculine traits. They also underscore the importance of considering evaluator perspective in leadership research and practice.

While gender does not inherently determine leadership effectiveness, access to leadership roles remains markedly unequal. This disparity is not primarily due to individual capability gaps but is rooted in structural and contextual barriers that shape how leadership potential is recognized and developed. Research by Ely, Ibarra, and Kolb highlights that formal leadership development systems often fail to account for the informal, relational dynamics, such as access to mentoring, sponsorship, and high-visibility assignments, that are critical to leadership readiness (Ely, 2011). These informal opportunities are frequently less accessible to women due to implicit biases, exclusion from male-dominated networks, and organizational norms that continue to define leadership in masculine-coded terms. Their analysis further reveals that traditional leadership

programs often overlook the identity work women must engage in to see themselves and be seen by others as legitimate leaders. This identity formation process is particularly complex in environments where women are underrepresented or stereotyped. Without addressing these deeper cultural and psychological dimensions, leadership development efforts risk reinforcing the very inequities they aim to resolve. The study calls for a rethinking of leadership frameworks to include support for identity construction and recognition, thereby enabling women to navigate leadership pathways more effectively and authentically within organizational systems that have historically marginalized them.

Building on earlier critiques of gender-neutral leadership models, an analysis underscores that many leadership development programs fail to account for the subtle yet pervasive influence of second-generation gender bias (Ibarra, 2013). Unlike overt discrimination, second-generation bias is embedded in organizational norms, values, and practices that appear meritocratic but systematically disadvantage women. These biases manifest in how leadership behaviors are interpreted and rewarded. For example, assertiveness and ambition traits typically associated with effective leadership—are often positively received when exhibited by men but may be perceived as aggressive or unfeminine when displayed by women. This double bind places women in a constant state of behavioral negotiation, where they must balance authenticity with conformity to dominant expectations. The authors argue that leadership development must go beyond skill acquisition to support the identity work women must undertake to see themselves and be seen as leaders. This identity formation is often hindered by organizational cultures that fail to validate diverse expressions of leadership. The study concludes that without addressing these cultural and psychological barriers, leadership programs risk reinforcing the very inequities they aim to dismantle. To foster genuine inclusion, organizations must adopt gender-conscious development

strategies, create psychologically safe environments for identity exploration, and redefine leadership success in ways that reflect a broader range of experiences and styles. These interventions are not only essential for advancing gender equity but also for cultivating more adaptive, innovative, and resilient leadership across organizations.

Recent scholarship has increasingly emphasized the importance of inclusive leadership environments in mitigating gender bias and promoting equitable advancement opportunities. Rather than focusing solely on individual-level interventions, this body of work highlights how organizational culture and leadership climate shape the experiences and outcomes of underrepresented groups, particularly women. One large-scale study, drawing on data from over 200 organizations, found that inclusive leadership characterized by openness, accessibility, and fairness was significantly associated with lower turnover rates and higher levels of psychological safety among employees from marginalized backgrounds (Nishii, 2009). For women, in particular, these inclusive climates not only enhanced performance but also increased their aspirations to lead and their confidence in their leadership potential. This suggests that when women feel supported, valued, and seen within their organizations, they are more likely to pursue leadership roles and succeed in them.

These findings have profound implications for leadership development and organizational design. They challenge the prevailing assumption that leadership is a gender-neutral process, instead revealing how subtle cultural cues and systemic norms can either enable or inhibit leadership identity formation. In many organizations, leadership continues to be defined in ways that align with traditionally masculine traits such as assertiveness, decisiveness, and individualism while undervaluing relational, collaborative, and emotionally intelligent behaviors more commonly associated with women. As a result, women often face a double bind: if they conform to masculine

norms, they may be perceived as competent but unlikable; if they adopt a more relational style, they risk being seen as insufficiently authoritative. Inclusive leadership environments help to disrupt this dynamic by broadening the definition of effective leadership and creating space for diverse expressions of leadership identity.

This shift in focus from "fixing women" to transforming systems has gained increasing traction in gender equity literature. Rather than placing the burden of adaptation solely on women, scholars and practitioners are calling for systemic interventions that address the organizational structures and cultural assumptions that perpetuate inequality. For example, inclusive leadership development programs are now being designed to not only build individual competencies but also to foster environments that support identity work, challenge bias, and promote psychological safety. These programs recognize that leadership development is not just about acquiring skills, but about navigating complex social dynamics and internalizing a sense of legitimacy as a leader.

This research is driven by the urgent need to reconceptualize how leadership potential is identified, cultivated, and supported within organizational contexts. Traditional models often frame leadership as a neutral, merit-based process, implying that advancement is solely a function of individual ability and effort. However, such assumptions obscure the structural and cultural dynamics that shape leadership trajectories. This study challenges these outdated paradigms by emphasizing that leadership outcomes are not merely the result of personal merit, but are deeply influenced by access to developmental resources, implicit identity biases, and the prevailing organizational culture. These factors do not operate uniformly; rather, they intersect with gender in ways that systematically advantage some individuals while constraining others.

At the core of this research is the hypothesis that women possess leadership capabilities equivalent to those of men when assessed through validated, evidence-based competencies. Despite this

parity in potential, women continue to face disproportionate barriers to leadership development and advancement. These barriers are not limited to individual attitudes or perceptions; they are embedded in institutional systems, everyday practices, and cultural expectations that restrict women's ability to claim and sustain leadership identities. Such constraints often manifest in limited access to mentorship, biased performance evaluations, and exclusion from informal networks of influence.

Accordingly, this research aims to:

1. Identify which leadership competencies are most strongly associated with success in women's leadership advancement.

2. Examine the contextual (organizational and cultural) factors that support or hinder women's development into leadership roles.

3. Offer empirically grounded recommendations for leadership development practices that foster gender equity and organizational performance.

In summary, the underrepresentation of women in leadership is not a reflection of limited capability, but rather the result of deeply embedded structural and contextual inequities. These inequities manifest in unequal access to developmental opportunities, biased evaluation criteria, and organizational cultures that continue to privilege traditionally masculine leadership norms. This research seeks to interrogate these dynamics through a rigorous analysis of validated leadership frameworks and the organizational contexts in which they are applied. By doing so, it aims to advance a more inclusive and equitable understanding of leadership that recognizes the diverse ways in which leadership potential is expressed and nurtured.

The study offers both theoretical and practical contributions. Theoretically, it challenges the gender-neutral assumptions that underpin much of mainstream leadership literature, proposing

instead a model that accounts for the influence of identity, power, and context. Practically, it provides evidence-based insights that can inform leadership development strategies, organizational policies, and cultural interventions aimed at fostering gender equity. By bridging the gap between leadership capability and leadership opportunity, this research not only contributes to academic discourse but also holds the potential to drive meaningful change in organizational practice. Ultimately, it aspires to support the creation of leadership systems that are more representative, inclusive, and effective.

1.2 Research Problem

Despite decades of progress in gender equality, women remain significantly underrepresented in senior leadership roles across industries and sectors. This persistent disparity is not primarily a reflection of individual capability or ambition, but rather the result of systemic and structural barriers that shape how leadership is defined, developed, and rewarded. While women have made notable gains in education and workforce participation, these advances have not translated proportionally into leadership representation. The problem, therefore, lies not in a lack of qualified women, but in the frameworks and practices that continue to marginalize them within organizational hierarchies.

A central issue in leadership research is the enduring influence of paradigms rooted in trait and behavioral theories, which have historically valorized characteristics stereotypically associated with men—such as assertiveness, dominance, and decisiveness (Eagly, 1990). These models, while foundational to leadership theory, have contributed to a narrow and exclusionary understanding of what effective leadership looks like. As a result, leadership potential is often recognized in individuals who conform to these dominant norms, while alternative leadership styles—such as those emphasizing collaboration, empathy, and relational intelligence—are

undervalued. This has created a systemic bias in how leadership is both perceived and developed, reinforcing gendered hierarchies and limiting the diversity of leadership styles within organizations.

The persistence of these paradigms has contributed to what was described as the "leadership labyrinth" a complex and often invisible set of barriers that women must navigate to reach top leadership positions (Eagly, 2007). Unlike the metaphor of a "glass ceiling," which implies a singular, visible barrier, the labyrinth reflects the multifaceted and context-dependent nature of the challenges women face. These include not only overt discrimination, but also more subtle forms of bias embedded in organizational culture, evaluation systems, and informal networks. For example, women are often excluded from high-visibility assignments, mentorship opportunities, and informal sponsorship critical pathways to leadership advancement. These exclusions are not random but are shaped by implicit biases and gendered expectations that influence who is seen as "leadership material."

One of the most significant gaps in the current literature is the insufficient integration of feminist and intersectional perspectives into leadership research. Much of the existing work continues to treat leadership as a gender-neutral construction, failing to account for how social identities and power structures shape leadership opportunities and perceptions. This oversight has led to a lack of understanding of the specific competencies women must cultivate to succeed in environments shaped by patriarchal norms. Moreover, there is limited research on the mechanisms through which these competencies can be effectively developed, recognized, and rewarded within organizational systems that have historically excluded women.

The concept of "second-generation bias," is particularly relevant here (Ibarra, 2013). Unlike first-generation bias, which is overt and intentional, second-generation bias refers to the subtle, often

invisible barriers that arise from organizational practices and cultural norms that appear neutral but have disparate impacts. For instance, leadership behaviors such as self-promotion and assertiveness are often rewarded in men but penalized in women, creating a double bind that affects both behavior and evaluation. These dynamics not only hinder women's advancement but also shape how they internalize and perform leadership identities.

Furthermore, leadership development programs often fail to address these contextual and identity-based challenges. Many such programs focus narrowly on skill acquisition, assuming that once women possess the requisite competencies, advancement will follow. However, this assumption overlooks the fact that leadership development is not merely a technical process but a deeply social and cultural one. It involves navigating organizational norms, building credibility, and constructing a leadership identity that is both authentic and institutionally legible. Without addressing these dimensions, leadership development efforts risk reinforcing the very inequities they aim to dismantle.

Another critical issue is the lack of empirical research that explicitly identifies the leadership competencies most relevant to women's advancement in male-dominated environments. While there is a growing body of work on women's leadership styles and effectiveness, much of it remains descriptive rather than prescriptive. That is, it documents the barriers women face but offers limited guidance on how to overcome them. There is a need for research that not only validates women's leadership capabilities but also explores the structural and cultural conditions that enable or constrain their development. This includes examining how competencies such as emotional intelligence, strategic acumen, and adaptive capacity are cultivated, recognized, and rewarded in different organizational contexts.

Moreover, the intersectionality of gender with other social identities—such as race, class, age, and sexuality—adds further complexity to the leadership landscape. Women of color, for example, often face compounded forms of bias that are not adequately addressed in mainstream leadership research. The failure to account for these intersecting identities limits the applicability and inclusivity of existing leadership models. It also obscures the unique challenges and strengths that diverse women bring to leadership roles. Addressing this gap requires a more nuanced and context-sensitive approach that recognizes the multiplicity of women's experiences and the varied pathways through which they navigate leadership.

In light of these issues, the specific problem this research addresses is twofold: (1) the lack of a comprehensive understanding of the leadership competencies women must develop to succeed in patriarchal organizational environments, and (2) the absence of empirically grounded frameworks for how these competencies can be effectively cultivated and supported within inclusive leadership development systems. This problem is not merely academic; it has significant implications for organizational performance, innovation, and equity. Organizations that fail to leverage the full range of leadership talent available to them risk stagnation and reduced competitiveness in an increasingly complex and diverse global environment.

This research aims to fill this gap by critically interrogating the assumed gendered differences in leadership capability and moving beyond descriptive accounts of barriers. It seeks to identify the specific competencies that are most strongly associated with women's leadership advancement and to examine the contextual factors—such as organizational culture, leadership climate, and access to developmental resources—that support or hinder their development. By integrating feminist theory, intersectionality, and leadership studies, this research will contribute to a more inclusive and contextually grounded understanding of leadership.

Ultimately, the goal is to inform both theory and practice. Theoretically, the research will challenge dominant leadership models that treat leadership as a static and decontextualized set of traits. Practically, it will offer actionable insights for designing leadership development programs that are responsive to the lived experiences of women and that foster more equitable and effective leadership pipelines. In doing so, this research not only addresses a critical gap in the literature but also contributes to the broader project of organizational transformation and social justice.

1.3 Purpose of Research

This research pursues three interrelated objectives that will generate significant benefits for organizational science, leadership development, and gender equity initiatives. Each objective addresses critical gaps in current understanding while providing practical solutions for contemporary business environments.

Objective 1: Identifying leadership competencies associated with women's advancement

The first objective aims to identify which leadership competencies are most strongly associated with success in women's leadership advancement. This analysis will employ validated assessment tools to measure multiple dimensions of leadership effectiveness, including transformational leadership behaviors, emotional intelligence, strategic thinking, and adaptive capacity.

This objective will generate substantial benefits for organizational understanding by providing clear evidence about the specific competencies that drive women's leadership success. Organizations will gain access to data-driven insights that can inform their talent identification and development strategies. Rather than relying on assumptions or traditional leadership models, companies can use these findings to create more accurate leadership assessments and promotion criteria.

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The practical impact includes improved recruitment and selection processes that focus on competencies proven to predict leadership success for women. Organizations can expect better alignment between individual capabilities and leadership roles, leading to enhanced performance outcomes. This evidence base will help eliminate unconscious bias in leadership evaluation by providing objective criteria for advancement decisions.

Additionally, these findings will inform the development of targeted leadership development programs. By understanding which competencies matter most, organizations can allocate resources more effectively and design training initiatives that address the most critical skills. This focused approach will lead to improved return on investment for leadership development initiatives and better preparation of women for senior roles.

Objective 2: Examining contextual factors in leadership development

The second objective examines the contextual factors—both organizational and cultural—that support or hinder women's development into leadership roles. This analysis will investigate how mentorship access, networking opportunities, performance expectations, and organizational culture influence women's leadership trajectories.

This objective will provide organizations with comprehensive insights into the environmental factors that impact leadership development effectiveness. Companies will gain understanding of how their current systems and practices either facilitate or create barriers for women's advancement. This knowledge enables organizations to conduct more accurate assessments of their leadership development environments.

The benefits include the ability to design more supportive organizational ecosystems for leadership development. Organizations can identify specific areas where interventions are needed and implement targeted changes to improve outcomes. This might involve restructuring

mentorship programs, addressing networking gaps, or modifying performance evaluation systems to account for different leadership styles.

Furthermore, this research will help organizations understand the relationship between their culture and leadership development success. Companies can expect to improve retention rates of high-potential female employees by creating environments that better support their growth. This leads to reduced recruitment costs and stronger leadership pipelines.

The findings will also provide diagnostic tools that organizations can use to evaluate their current practices and identify improvement opportunities. This proactive approach enables companies to address systemic issues before they impact talent retention and advancement.

Objective 3: Developing evidence-based recommendations

The third objective offers empirically grounded recommendations for leadership development practices that foster both gender equity and organizational performance. This integrative approach combines findings from the first two objectives to create comprehensive, actionable solutions.

This objective will generate practical benefits by providing organizations with tested strategies for improving their leadership development systems. The recommendations will address both individual skill development and organizational structural changes, ensuring comprehensive solutions that create sustainable impact.

Organizations implementing these evidence-based recommendations can expect improved leadership development outcomes across gender lines. The integrated approach ensures that interventions benefit overall organizational performance while advancing gender equity goals. This dual focus helps organizations justify investments in these initiatives through clear performance benefits.

The recommendations will include specific implementation strategies, success metrics, and adaptation guidelines for different organizational contexts. This practical guidance reduces implementation barriers and increases the likelihood of successful adoption.

Together, these three objectives will provide organizations with a complete framework for understanding and improving women's leadership development. The research will deliver both theoretical insights and practical tools that address current gaps in leadership development practice. Organizations can expect enhanced talent utilization, improved leadership effectiveness, and stronger competitive positioning through more inclusive leadership development approaches. The findings will contribute to more equitable and effective leadership systems that benefit both individual career advancement and organizational performance, creating sustainable change that supports long-term business success.

1.4 Significance of the Study

The present study, entitled "The Impact of Women Leaders on Business Performance," addresses a critical gap in the existing literature regarding the role of gender diversity in organizational leadership and its measurable effects on business outcomes. Despite increasing global attention to gender equity in the workplace, empirical evidence on the specific contributions of women leaders to business performance remains limited and often inconclusive.

This research is significant for several reasons. First, it systematically examines the relationship between women in leadership positions and key performance indicators (KPIs) such as financial outcomes, innovation, employee engagement, and organizational resilience. By employing robust quantitative and qualitative methodologies, the study aims to generate reliable data that can inform evidence-based decision-making in corporate governance and human resource management.

Second, the findings of this study have the potential to influence policy development and strategic planning within organizations seeking to enhance diversity and inclusion. Understanding the impact of women leaders on business performance can guide interventions aimed at reducing gender disparities, fostering inclusive leadership cultures, and optimizing organizational effectiveness.

Third, the study contributes to the broader discourse on social equity and sustainable development by highlighting the value of women's leadership in driving positive change within business environments. The insights gained may be applicable across various industries and geographical contexts, thereby supporting the generalizability and relevance of the research.

In summary, this study provides a clinically rigorous analysis of the impact of women leaders on business performance, offering actionable recommendations for practitioners, policymakers, and researchers. The outcomes are expected to advance knowledge in the field, promote gender equity, and support the development of high-performing, inclusive organizations.

1.5 Research Purpose and Questions

Research Purpose: The primary purpose of this study is to systematically investigate the impact of women in leadership positions on business performance across diverse organizational contexts. By employing a mixed-methods approach, this research seeks to elucidate the relationship between female leadership and key business outcomes, including financial performance, innovation, employee engagement, and organizational sustainability. The study aims to provide empirical evidence that can inform organizational policies, leadership development programs, and broader strategies for promoting gender diversity and inclusion in the workplace.

Research Questions: To achieve the stated purpose, the study is guided by the following research questions:

1. What is the relationship between the presence of women in leadership roles and overall business performance, as measured by financial and non-financial indicators?

2. How do women leaders influence organizational culture, innovation, and employee engagement compared to their male counterparts?

3. What are the perceived barriers and facilitators to the advancement of women into leadership positions within organizations?

4. To what extent does gender diversity in leadership contribute to organizational resilience and long-term sustainability?

5. How do stakeholders (e.g., employees, shareholders, customers) perceive the impact of women leaders on organizational success?

6. By addressing these research questions, the study aims to generate robust, generalizable findings that advance the understanding of gender dynamics in leadership and their implications for business performance.

Chapter 2 REVIEW OF LITERATURE

2.1 Theoretical Framework

Leadership embodies the art of inspiring and guiding individuals or groups toward a shared vision. At its core, leadership is about fostering growth, cultivating excellence, and leaving a positive and lasting impact on individuals and communities alike. The efficacy of leadership hinges on the individual qualities of leaders rather than their gender. A multitude of studies consistently demonstrate that women exhibit leadership styles and effectiveness on par with their male counterparts. Contrary to the prevailing misconception favoring men as superior leaders, a substantial body of literature suggests that women might excel in leading teams and organizations. The need for more effective leadership is growing, yet the prevailing leadership paradigm lacks inclusivity because it is built on patriarchal principles that often give power to only men. The prejudice against women in leadership selection is a pervasive phenomenon that transcends global boundaries and permeates various sectors.

A woman leader is an individual who identifies as female and holds a position of authority, influence, or responsibility within an organization, community, or society. She guides, directs, and inspires others to achieve goals, make decisions, and drive progress. Woman leaders can be found in various fields, including business, politics, education, healthcare, and non-profit organizations. They often bring unique perspectives, skills, and qualities to their leadership roles, contributing to the diversity and effectiveness of their teams and organizations.

The representation of women in leadership positions has become a focal point in organizational research and business practice over the past decade. Despite significant progress in workplace gender equality, women remain underrepresented in executive positions globally (Cook, 2014). This gender disparity has prompted researchers to investigate the relationship between women's

leadership and various dimensions of business performance. Understanding this relationship is critical not only for advancing gender equity but also for optimizing organizational outcomes in an increasingly competitive global marketplace.

This literature review examines the current state of knowledge regarding the impact of women leaders on business performance across multiple dimensions. The primary objective is to synthesize empirical evidence from high-impact research. It aims to evaluate the hypothesis that women are equally capable as men in running businesses. It also explores whether gender diversity in leadership improves overall company performance. This review systematically analyzes leadership theories through a gender lens. It examines challenges faced by women leaders, assesses the impact of women's leadership on organizational outcomes, and identifies gaps in existing research.

2.2 Theories of Gender and Leadership

Transformational vs. Transactional Leadership

The discourse on gender and leadership often centers on differences in leadership styles between men and women. A meta-analysis of 45 studies found that women leaders tend to adopt more transformational leadership styles than their male counterparts (Eagly, 2003). Transformational leadership, characterized by intellectual stimulation, individualized consideration, inspirational motivation, and idealized influence, has been associated with higher levels of follower satisfaction, motivation, and performance (Judge, 2004).

In contrast, men have been found to exhibit more transactional leadership behaviors, focusing on exchanges, contingent rewards, and management-by-exception (Eagly, 2003). These gendered differences in leadership style may be influenced by both socialization processes and organizational expectations (Vinkenburg, 2011). However, effective leaders of either gender

often employ a mix of transformational and transactional approaches depending on situational demands (Paustian-Underdahl, 2014).

Impact of Leadership Styles on Organizational Outcomes

The relationship between gendered leadership styles and organizational outcomes has been extensively studied. A longitudinal study examining S&P 1,500 firms revealed that firms with greater female representation in top management experienced superior financial performance, particularly in innovation-intensive industries (Dezső, 2012). The researchers attributed this advantage to the diversity of perspectives and collaborative decision-making approaches often associated with women's leadership.

Similarly, a study found positive associations between women's representation in top management teams and organizational performance, measured by return on assets (Krishnan, 2005). Their study of 679 Fortune 1000 firms suggested that diverse leadership teams make better strategic decisions by incorporating broader perspectives into the decision-making process. However, the performance effects of gender diversity in leadership are contextually dependent, with certain industries and organizational cultures showing stronger positive relationships than others (Adams, 2009).

Women leaders can excel in any field, as leadership skills are not inherently tied to a specific industry or sector. However, certain fields have seen significant contributions from women leaders and may offer unique opportunities for their skills and perspectives. Here are some fields where women leaders have made notable impacts that we want to research in our study.

Table 2.1 Fields where women leaders have made notables impacts

Fields where women leaders have made notable impacts	Reasons
Beauty and Advertisement, Entertainment	Woman is definition as "Beauty" so they are easy success and become leader in the field beauty and advertisement: many beauty queen become leader and inspire for young woman after beauty contest and very successful to become woman leader. In advertisement and entertainment, they prefer beautiful woman and actress. They can become leader very quickly with good incomes and high reputation from society.
Healthcare and Medicine	Women leaders in healthcare have made significant contributions as doctors, nurses, researchers, and administrators. Their empathetic and collaborative approach often enhances patient care and organizational efficiency.
Education	Women leaders in education, including teachers, principals, and university administrators, play a crucial role in shaping the future by fostering learning and development in students
Non-Profit and Social Services	Women leaders in non-profit organizations and social services often drive initiatives that address social issues, advocate for marginalized communities, and promote social justice.

Non-Profit and Social Services:	Women leaders in non-profit organizations and social services often drive initiatives that address social issues, advocate for marginalized communities, and promote social justice
Business and Entrepreneurship	Women leaders in business and entrepreneurship bring diverse perspectives to corporate leadership, innovation, and strategic decision-making. They often excel in roles such as CEOs, CFOs, and entrepreneurs.
Politics and Public Service	Women leaders in politics and public service contribute to policy-making, governance, and community development. Their leadership can bring about positive social change and represent diverse constituencies.
Science, Technology, Engineering, and Mathematics (STEM)	Women leaders in STEM fields are breaking barriers and driving advancements in research, technology, and innovation. Their contributions are essential for addressing global challenges and fostering scientific progress.
Arts and Culture	Women leaders in the arts and culture sector, including artists, directors, writers, and curators, play a vital role in shaping cultural narratives, promoting creativity, and preserving heritage
Finance and Banking	Women leaders in finance and banking bring valuable insights into financial management, investment strategies, and

	economic policy. Their leadership can enhance financial stability and growth.
Law and Justice	Women leaders in law and justice, including judges, lawyers, and legal scholars, contribute to upholding the rule of law, advocating for justice, and ensuring equitable legal representation
Environmental and Sustainability	Women leaders in environmental and sustainability fields drive initiatives to protect the environment, promote sustainable practices, and address climate change.

Source: Authors' research

Ultimately, the field that is good for a woman leader depends on her interests, skills, and passions. Women leaders can thrive in any industry by leveraging their unique strengths and perspectives to make a positive impact.

The educational background required for a woman to become a leader can vary widely depending on the field, industry, and specific leadership role.

Table 2.2 Education background requirement for successful woman leader:

Formal Education	Many leadership roles require at least a bachelor's degree. In some fields, advanced degrees such as a master's or doctorate may be necessary. For example, in academia, a Ph.D. is often required, while in business, an MBA can be highly beneficial.

Relevant Field of Study	The field of study should align with the industry or area in which the woman seeks to lead. For instance, a degree in political science or public administration might be beneficial for a career in politics, while a degree in engineering or computer science could be important for a leadership role in technology.
Continuous Learning	Successful leaders often engage in lifelong learning. This can include additional certifications, workshops, seminars, and courses to stay updated with the latest trends and developments in their field.
Leadership and Management Training	Specific training in leadership and management can be very beneficial. This can be part of formal education (e.g., courses in leadership during an MBA program) or through professional development programs.
Soft Skills Development	Education that focuses on developing soft skills such as communication, negotiation, conflict resolution, and emotional intelligence is also valuable. These skills are crucial for effective leadership.
Experience and Practical Knowledge	While formal education is important, practical experience and on-the-job training are equally critical. Many leaders gain valuable insights and skills through internships, volunteer work, and progressively responsible positions.

Mentorship and Networking	Educational programs that offer mentorship opportunities and the chance to build a professional network can be particularly advantageous. Networking can provide support, advice, and opportunities for career advancement.
Interdisciplinary Knowledge	In some cases, having knowledge in multiple disciplines can be beneficial. For example, a leader in healthcare might benefit from understanding both medical and business principles.

Source: Authors' research

Ultimately, while a strong educational background can provide a solid foundation, it is the combination of education, experience, continuous learning, and personal attributes that often define successful leadership.

To become a great leader, women (like all leaders) need to develop a diverse set of skills that enable them to inspire, guide, and support their teams effectively.

Table 2.3 Some essential skills required for women to become great leaders

Communication Skills	Effective communication involves clearly conveying ideas, expectations, and feedback, as well as actively and empathetically listening to understand others' perspectives. Public speaking skills are also crucial, allowing leaders to confidently present and articulate thoughts in meetings, presentations, or public forums.
Emotional Intelligence:	Effective communication involves clearly conveying ideas, expectations, and feedback, as well as actively and empathetically

	listening to understand others' perspectives. Public speaking skills are also crucial, allowing leaders to confidently present and articulate thoughts in meetings, presentations, or public forums.
Decision-Making and Problem-Solving	Analytical thinking is necessary for assessing situations, gathering relevant information, and analyzing data to make informed decisions. Critical thinking involves evaluating options, anticipating potential outcomes, and making sound judgments. Creativity is also essential for generating innovative solutions to complex problems.
Adaptability and Resilience	Flexibility allows leaders to adapt to changing circumstances and remain open to new ideas and approaches. Resilience is the ability to bounce back from setbacks and maintain a positive attitude in the face of challenges.
Strategic Thinking	Developing a clear and compelling vision for the future, setting long-term goals and objectives, and creating actionable plans to achieve strategic goals are all components of strategic thinking. This involves considering both short-term and long-term perspectives.
Collaboration and Team Building	Effective team leadership involves inspiring and motivating team members, fostering a positive and inclusive work environment, and delegating tasks effectively to empower team members to take ownership and responsibility. Conflict resolution skills are also

	important for addressing and resolving conflicts constructively, promoting harmony and cooperation.
Integrity and Ethical Leadership	Demonstrating transparency and honesty in all interactions, upholding high ethical standards, and making decisions that align with core values and principles are essential aspects of integrity and ethical leadership.
Time Management and Organizational Skills	Prioritization involves identifying and focusing on the most important tasks and goals, while efficiency entails managing time and resources effectively to maximize productivity.
Mentorship and Development	Providing guidance and support to help team members grow and develop their skills through coaching and mentorship is crucial for nurturing future leaders.
Networking and Relationship Building	Building and maintaining a strong professional network, both within and outside the organization, and cultivating meaningful relationships with stakeholders, clients, and partners are important for effective leadership.
Cultural Competence	Promoting and embracing diversity, creating an inclusive environment where everyone feels valued and respected, and understanding and appreciating different cultural perspectives and practices are key components of cultural competence.

Confidence and Assertiveness	Self-confidence involves believing in one's abilities and decisions, projecting confidence to inspire others, and assertiveness entails communicating needs, opinions, and boundaries clearly and respectfully.

Source: Authors' research

Women often face a variety of barriers when aspiring to leadership roles. These barriers can be structural, cultural, and personal.

Challenges Faced by Women Leaders

Table 2.4 Some of the most common challenges that are the key barriers for woman become leader:

Gender Bias and Stereotypes	Societal expectations and stereotypes about gender roles can limit opportunities for women. Women may be perceived as less capable leaders due to ingrained biases.
Work-Life Balance	Women often face greater challenges in balancing professional responsibilities with family and caregiving duties. This can limit their availability for demanding leadership roles.
Lack of Mentorship and Sponsorship	Women may have fewer opportunities to find mentors and sponsors who can provide guidance, support, and advocacy for their career advancement.

Limited Networking Opportunities	Women may have fewer opportunities to find mentors and sponsors who can provide guidance, support, and advocacy for their career advancement.
Organizational Culture	Workplace cultures that are not inclusive or that favor traditional male leadership styles can create environments where women struggle to advance.
Pay Gap	The gender pay gap can affect women's career progression and their ability to invest in further education and professional development
Lack of Role Models	The scarcity of women in leadership positions can make it harder for aspiring female leaders to envision themselves in similar roles and to find role models to emulate.
Discrimination and Harassment	Women may face discrimination and harassment in the workplace, which can hinder their career progression and create hostile work environments.
Confidence Gap	Societal conditioning can lead to women underestimating their abilities and being less likely to advocate for themselves or pursue leadership roles.
Structural Barriers	Organizational policies and practices, such as inflexible work hours, lack of parental leave, and limited

	opportunities for part-time leadership roles, can disproportionately affect women.
Educational Barriers	In some regions, women may have less access to education and professional training, limiting their qualifications for leadership roles.
Implicit Bias in Recruitment and Promotion	Unconscious biases in hiring and promotion processes can result in women being overlooked for leadership positions.

Source: Authors' research

Work-Life Balance

Women in leadership positions face many challenges in balancing professional responsibilities with family obligations. A survey of 178 manager-subordinate dyads, found that managers' perceptions of family-work conflict significantly predicted lower performance ratings and fewer promotion recommendations for women employees (Hoobler, 2009). These perceptions persisted even when controlling actual family responsibilities.

Research on the influence of organizational policies supporting work-life balance on women's career advancement indicated that flexible work arrangements, parental leave policies, and childcare support were positively correlated with an increased representation of women in leadership roles. These results imply that organizations implementing such policies can foster a more inclusive and equitable workplace. This, in turn, can enhance overall organizational performance by leveraging diverse leadership perspectives and improving employee satisfaction and retention (Guillaume, 2009). However, the mere existence of such policies was insufficient; organizational culture needed to support their utilization without career penalties.

Networking Opportunities

Access to professional networks represents another significant challenge for women leaders. Structural barriers to women's networking opportunities include exclusion from informal networks and limited access to influential mentors. Women with strong professional networks achieved faster promotion rates and higher compensation (Ibarra, 1992).

Another study investigating the role of board interlocks in executive advancement, found that women executives received fewer board opportunities than men with comparable qualifications (McDonald, 2013). This disparity limited women's exposure to strategic decision-making experiences and reduced their visibility among potential employers and investors.

Unconscious Bias and Stereotypes

Unconscious bias and gender stereotypes continue to influence perceptions of women's leadership capabilities. Successful women leaders were often perceived as competent but less likable than equally successful men (the "competence-likeability tradeoff") (Heilman, 2012). This perception resulted in lower performance evaluations and fewer promotion opportunities.

Similarly, women leaders face prejudice because leadership roles are stereotypically associated with masculine characteristics (Eagly, 2002). Women leaders faced a "double bind", criticized for being either too assertive (violating feminine norms) or too accommodating (perceived as lacking leadership strength). These stereotypes were particularly pronounced in male-dominated industries and crisis situations.

2.3 Impact of Women Leaders on Organizational Outcomes

Employee Engagement and Retention

Research demonstrates positive associations between women's leadership and employee engagement. A study on 154 departments with over 6,500 employees, finding that inclusive

leadership practices more commonly associated with women leaders were positively related to psychological safety, satisfaction, and commitment (Nishii, 2012). These factors subsequently predicted lower turnover intentions, particularly among female employees.

A meta-analysis of 78 studies examining the relationship between leader gender and effectiveness, found that teams led by women reported higher levels of psychological safety and engagement (Gipson, 2017). This study indicated that these benefits were particularly pronounced in organizations with more balanced gender representation throughout management levels.

Decision-Making and Innovation

The impact of women leaders on organizational decision-making and innovation has received significant research attention. A study of 201 Norwegian firms found that board gender diversity was positively associated with strategic control and board development activities, which subsequently improved decision-making processes (Nielsen, 2010). The results revealed that these effects were mediated by women directors' different leadership behaviors rather than by their gender per se.

In a study of S&P 1,500 firms, companies with greater gender diversity in senior leadership produced more patents and received more citations for their innovations (Dezső, 2012). This relationship was particularly pronounced in technology and knowledge-intensive industries, suggesting that diverse leadership teams generate more creative and impactful solutions to complex problems.

Financial Performance and Risk Management

The relationship between women's leadership and financial performance has been extensively researched. A meta-analysis of 140 studies representing over 90,000 firms revealed a positive

relationship between women on boards and accounting returns (Post, 2015). The relationship was stronger in countries with greater gender parity and stronger shareholder protections.

Women leaders have also been associated with more balanced risk management approaches. A study examined the relationship between CEO gender and corporate risk-taking across 1,889 U.S. firms, found that companies led by female CEOs maintained lower leverage, less volatile earnings, and higher chances of survival than similar firms led by male CEOs (Faccio, 2016). However, the researchers noted that this more conservative approach did not compromise long-term growth or shareholder returns.

Addressing these barriers requires concerted efforts from individuals, organizations, and society. This includes promoting gender equality, implementing inclusive policies, providing mentorship and sponsorship opportunities, and challenging stereotypes and biases. By creating a more supportive and equitable environment, we can help more women achieve leadership roles.

Society and family play crucial roles in supporting women to become successful leaders in business. Here are some ways they can provide support

Table 2.5 Societal Support for woman to be successful in their career path and become impactful leader:

Promote Gender Equality	Advocate for policies and practices that promote gender equality in the workplace, such as equal pay, anti-discrimination laws, and gender diversity initiatives.
Education and Training	Ensure equal access to quality education and professional training for women. Encourage women to pursue studies in diverse fields, including those traditionally dominated by men.

Mentorship and Sponsorship Programs	Establish and promote mentorship and sponsorship programs that connect aspiring female leaders with experienced professionals who can provide guidance, support, and opportunities.
Networking Opportunities	Create and support networking events, professional organizations, and forums where women can connect, share experiences, and build professional relationships.
Highlight Role Models	Publicize and celebrate the achievements of successful women leaders to provide role models and inspiration for others.
Flexible Work Policies	Advocate for and implement flexible work arrangements, such as remote work, flexible hours, and parental leave, to help women balance work and family responsibilities.
Address Bias and Stereotypes	Conduct training and awareness programs to address unconscious bias and challenge gender stereotypes in the workplace and society.
Support Women-Owned Businesses	Encourage and support women entrepreneurs through funding, grants, and business development programs.

Source: Authors' research

2.4 Case Studies of Prominent Female Leaders

Examples of Successful Women Leaders

Case studies of successful women leaders provide valuable insights into effective leadership practices. A comprehensive analysis of 52 women who had broken through the "glass ceiling" to become CEOs of major corporations, found both the strategies they employed to overcome

barriers and the unique challenges they faced post-promotion (Glass, 2016). The result highlighted how successful women leaders often navigated complex organizational politics while driving significant organizational transformations.

Similarly, Dwivedi et al. examined the leadership trajectories of women CEOs in Fortune 500 companies, documenting how their career paths differed from those of their male counterparts (Dwivedi, 2018). Their analysis revealed that women CEOs were more likely to have diverse functional experience and to have demonstrated exceptional performance in challenging assignments before reaching the top position.

Lessons Learned from Their Experiences

Research on women leaders reveals common themes in their approaches to leadership challenges. Ibarra et al. conducted in-depth interviews with 30 women executives, identifying several recurrent strategies for overcoming barriers, including leveraging authenticity, building strategic networks, and developing resilience in the face of bias (Ibarra, 2013). Their analysis suggested that successful women leaders proactively managed their visibility and intentionally cultivated sponsorship relationships.

In a similar vein, Cook and Glass examined career trajectories of women who achieved executive positions in male-dominated industries, finding that these leaders often leveraged crisis situations as opportunities to demonstrate their capabilities (Cook, 2014). Their research highlighted the importance of performance visibility and strategic risk-taking in women's career advancement.

2.5 Survey Data on Perceptions of Leadership

Employee Perceptions of Women Leaders

Research on employee perceptions of women leaders reveals evolving attitudes. When all leadership contexts were considered together, men and women were rated as equally effective

leaders as indicated in an analysis of perception of leadersip effectiveness (Paustian-Underdahl, 2014). However, women were rated as significantly more effective in business and education settings, while men were rated as more effective in military contexts.

Johnson et al. examined follower satisfaction with male versus female leaders. Their results indicated no significant differences in overall satisfaction ratings when controlling for leadership style and organizational context (Johnson, 2008). However, they found that evaluation criteria differed, with women leaders judged more on interpersonal skills and men more on technical competence.

Impact on Team Dynamics and Productivity

The influence of women leaders on team dynamics has been well-documented. Bear and Woolley examined 192 teams across multiple organizations, finding that teams with greater gender diversity demonstrated higher levels of collective intelligence and performed better on complex problem-solving tasks (Bear, 2011). The researchers attributed this effect to differences in social sensitivity and conversational turn-taking, which were more prevalent in gender-diverse teams.

Similarly, Woolley et al. conducted experimental research with 699 people working in teams, finding that teams with more women demonstrated higher collective intelligence (Woolley, 2010). Their analysis revealed that this effect was mediated by team members' social sensitivity and equality of participation in discussions factors that tended to be higher in teams with more women and in teams led by women.

2.6 Discussion

Implications of the Findings

The research reviewed provides strong support for the hypothesis that women are equally capable of running businesses as men and that gender diversity in leadership improves overall company

performance. The evidence suggests several mechanisms through which women's leadership positively influences organizational outcomes, including enhanced employee engagement, more inclusive decision-making processes, balanced risk management, and increased innovation.

These findings have significant implications for organizational policy and practice. First, they suggest that companies limiting women's advancement to leadership positions are sacrificing potential performance improvements. Second, they indicate that organizations should reconsider traditional leadership development models that may inadvertently favor masculine leadership styles. Finally, they highlight the importance of addressing systemic barriers to women's leadership advancement, including work-life conflicts, networking disparities, and unconscious bias.

Contributions to the Field

This review contributes to the field in several ways. First, it synthesizes research from multiple disciplines, including organizational psychology, strategic management, and gender studies, providing a comprehensive understanding of women's leadership impact. Second, it moves beyond the question of whether women can lead effectively to examine how women's leadership influences specific organizational outcomes. Finally, it considers contextual factors that moderate the relationship between women's leadership and business performance.

Areas for Future Research

Despite significant advances in understanding women's leadership impact, several research gaps remain. First, most studies focus on Western contexts, particularly North America and Europe, limiting our understanding of women's leadership in diverse cultural settings. Future research should examine how cultural values influence the relationship between women's leadership and organizational outcomes across different regions.

Second, existing research primarily examines the impact of women in formal leadership positions, with limited attention to their influence through informal leadership roles. Additional research on how women shape organizational outcomes through informal influence would provide a more complete picture of their leadership impact.

Finally, most studies utilize cross-sectional designs, limiting causal inferences about the relationship between women's leadership and business performance. Longitudinal research examining how changes in women's representation in leadership roles affect organizational outcomes over time would strengthen the evidence base and provide clearer guidance for organizational policy.

Chapter 3 METHODOLOGY

This study will employ a mixed-methods approach to investigate the impact of women leaders on business performance, combining both quantitative and qualitative data to provide a comprehensive understanding of this complex topic. This methodology is designed to allow for triangulation of findings, thereby enhancing the validity and reliability of the research outcomes (Creswell, 2018)

3.1 Overview of the Research Problem

Despite significant progress in promoting gender equality in the workplace, women remain underrepresented in leadership positions across many industries and regions. This persistent disparity raises important questions about the potential impact of women leaders on organizational outcomes and overall business performance. While anecdotal evidence and some empirical studies suggest that gender-diverse leadership teams may enhance innovation, decision-making, and financial results, the relationship between women in leadership roles and business performance is not yet fully understood or consistently documented in the literature.

Existing research often highlights the challenges women face in ascending to leadership positions, including structural barriers, unconscious bias, and limited access to professional networks and mentorship. However, there is a lack of comprehensive studies that systematically examine how the presence of women leaders influences key performance indicators such as profitability, employee engagement, organizational culture, and long-term sustainability.

3.2 Operationalization of Theoretical Constructs

In this study, the theoretical constructs of "women leaders" and "business performance" are operationalized to enable systematic measurement and analysis of their relationship.

Women Leaders:

The construct of "women leaders" is defined as individuals who identify as female and hold formal leadership positions within an organization, such as executive roles (e.g., CEO, CFO, COO), senior management, or board membership. For the purposes of this research, women leaders are operationalized by:

Quantitative Measures: The proportion of women in leadership roles within the organization, the presence of women in top executive positions, and the gender composition of the board of directors.

Qualitative Measures: Leadership style, decision-making approaches, and perceived influence within the organization, as assessed through interviews, surveys, and organizational documents.

Business Performance:

The construct of "business performance" encompasses both financial and non-financial indicators that reflect the overall effectiveness and success of an organization. Business performance is operationalized by:

Financial Indicators: Metrics such as revenue growth, profitability (e.g., net profit margin, return on assets), and shareholder value.

Non-Financial Indicators: Measures of innovation (e.g., number of new products/services launched), employee engagement and satisfaction (e.g., survey scores, retention rates), organizational culture (e.g., inclusivity, collaboration), and sustainability (e.g., long-term strategic resilience, corporate social responsibility initiatives).

Relationship Between Constructs:

The relationship between women leaders and business performance is examined through statistical analysis of organizational data, as well as thematic analysis of qualitative responses.

Control variables such as industry sector, organizational size, and geographic location are included to account for contextual differences.

By clearly operationalizing these theoretical constructs, the study ensures that the variables are measurable, reliable, and valid, thereby facilitating robust analysis and meaningful interpretation of the findings.

3.3 Research Purpose and Questions

Women leaders: Questions will cover leadership style and impact, balance of transformational and transactional approaches, challenges and barriers (including gender-specific), contributions to organizational performance (innovation, engagement, financial success), beneficial support and resources, continuous skill development, and experiences with perceptions and biases.

Colleagues: Questions will focus on the female leader's leadership style and strengths, differences from other leaders, impact on team dynamics and collaboration, contributions to organizational success, perceived challenges faced, and organizational support for her role.

Subordinates: Questions will explore interactions with the female leader, appreciated qualities, methods for team motivation, influence on career development and opportunities, contributions to team and organizational outcomes, perceived challenges faced, and organizational support for her leadership.

Women leaders: Questions will cover leadership style and impact, balance of transformational and transactional approaches, challenges and barriers (including gender-specific), contributions to organizational performance (innovation, engagement, financial success), beneficial support and resources, continuous skill development, and experiences with perceptions and biases.

Colleagues: Questions will focus on the female leader's leadership style and strengths, differences from other leaders, impact on team dynamics and collaboration, contributions to organizational success, perceived challenges faced, and organizational support for her role.

Subordinates: Questions will explore interactions with the female leader, appreciated qualities, methods for team motivation, influence on career development and opportunities, contributions to team and organizational outcomes, perceived challenges faced, and organizational support for her leadership.

Ethical Considerations

Throughout the research process, ethical considerations will be paramount. Informed consent will be secured from all participants, ensuring their full awareness of the study's purpose and their rights. Furthermore, confidentiality and anonymity will be strictly maintained for all participants and their contributions.

By integrating these quantitative and qualitative methodologies, this study aims to offer a comprehensive and nuanced understanding of how women leaders influence business performance, thereby providing valuable insights for both academic discourse and practical application.

Research instruments - Timeline dissertation research

A mixed methodology will be used via anonymized surveys and semi-structured interviews of 200 interviewers across many domains. This will allow for a combination of numerical measurement and in-depth exploration. The questionnaire used a 5-point Likert scale (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree). The questionnaire was distributed to men and women to evaluate their thinking on the hypothesis of authors using the convenience sampling method with timeline as below:

3.4 Research Design

This research problem is further compounded by the variability in organizational contexts, industry sectors, and cultural norms, which may affect both the opportunities available to women and the outcomes associated with their leadership. As organizations increasingly recognize the strategic importance of diversity and inclusion, there is a critical need for rigorous, evidence-based analysis to clarify the specific contributions of women leaders to business success.

Addressing this research problem is essential for informing policy decisions, leadership development initiatives, and organizational strategies aimed at fostering gender equity and optimizing performance. By investigating the impact of women leaders on business performance, this study seeks to fill a significant gap in the literature and provide actionable insights for practitioners, policymakers, and researchers.

Quantitative Component

The quantitative phase of the study will involve data collection through two primary mechanisms. Structured surveys will be disseminated to employees and leaders across diverse organizations to gather data pertaining to leadership styles, organizational outcomes, and perceptions concerning women leaders. Concurrently, secondary data on financial performance metrics, such as return on assets, revenue growth, and innovation metrics, will be acquired from publicly available company reports and established financial databases.

For sample selection, the study will concentrate on organizations exhibiting varying levels of female representation in leadership roles across a range of industries and geographical regions. A stratified random sampling technique will be employed to ensure the diversity and representativeness of the sample.

Statistical analysis of the quantitative data will be conducted utilizing specialized software such as SPSS. The primary objective of this analysis will be to evaluate the relationship between gender diversity in leadership and key business performance indicators. Regression analysis and structural equation modeling will be considered as potential techniques to identify significant predictors and mediating variables within this relationship.

Qualitative Component

The qualitative component of this study will utilize semi-structured interviews and detailed case studies to thoroughly explore the experiences, challenges, and perceived impact of women leaders on organizational outcomes. Purposeful sampling will guide the selection of interview participants and case study organizations, ensuring representation across a variety of industries and leadership contexts (Patton, 2015). These question sets are designed to facilitate comprehensive and detailed responses, allowing for a deep exploration of the experiences and impact of women leaders within diverse organizational contexts. Interviewers will be trained to employ probing techniques to encourage elaboration and ensure a rich understanding of the participants' perspectives.

3.5 Population and Sample

Population:

The target population for this study comprises organizations operating across various industries and geographic regions, with a particular focus on those that have established formal leadership structures. Within these organizations, the study specifically considers individuals occupying leadership positions, including executive management, senior management, and board members. The population also includes employees and stakeholders who interact with or are influenced by organizational leadership.

Sample:

A purposive sampling strategy is employed to select organizations that demonstrate varying degrees of gender diversity in their leadership teams. The sample includes:

Organizations: A total of many organizations are selected from sectors such as finance, technology, healthcare, manufacturing, and services. Selection criteria include organizational size (small, medium, and large enterprises), geographic location, and the presence of women in key leadership roles.

Participants: Within each organization, the sample consists of 192 participants

- Women leaders (e.g., CEOs, board members, senior managers)

- Male leaders in comparable positions

- Employees at different levels who report to or interact with women leaders

- Other relevant stakeholders (e.g., HR managers, diversity officers)

The final sample size is determined based on the availability and willingness of organizations and individuals to participate, as well as the need to achieve statistical power and qualitative depth. Efforts are made to ensure diversity in terms of industry, organizational structure, and cultural context.

Sampling Procedure:

Organizations are identified through professional networks, industry associations, and public databases. Invitations to participate are extended via email and professional contacts. Within each organization, participants are recruited using a combination of stratified and snowball sampling to ensure representation from different leadership levels and functional areas.

Inclusion Criteria:

Organizations with at least one woman in a formal leadership position

Willingness to provide access to relevant performance data and participate in interviews or surveys

Participants who have direct experience with or knowledge of organizational leadership dynamics

Exclusion Criteria:

Organizations without any women in leadership roles

Individuals unwilling or unable to provide informed consent

Summary:

This sampling approach ensures that the study captures a broad and representative range of experiences and organizational contexts, thereby enhancing the validity and generalizability of the findings related to the impact of women leaders on business performance.

3.6 Participant Selection

The selection of participants for this study is guided by the objective of capturing diverse perspectives on the impact of women leaders on business performance across various organizational contexts. A purposive and stratified sampling approach is employed to ensure representation from key stakeholder groups and to facilitate meaningful comparative analysis.

Selection Criteria:

Participants are selected based on the following criteria:

Leadership Role: Individuals who currently hold formal leadership positions within their organizations, including executive management (e.g., CEO, CFO, COO), senior management, and board members. Special emphasis is placed on women occupying these roles. Many leaders in many industries especially healthcare and business. All most them has Master degree and have time learning in foreigner countries. Their opinion will reflect the trend of woman leader in the

new modern life as woman hold the high education background and have many opportunity to learn.

Organizational Affiliation: Employees and stakeholders from organizations with varying degrees of gender diversity in leadership, spanning multiple industries and geographic regions.

Experience and Knowledge: Participants must have direct experience with, or substantial knowledge of, organizational leadership dynamics and business performance outcomes.

Willingness to Participate: Individuals must provide informed consent and be willing to engage in surveys, interviews, or focus group discussions.

Recruitment Process:

Potential participants are identified through professional networks, organizational directories, industry associations, and public databases. Initial contact is made via email or professional platforms, outlining the purpose of the study and inviting participation. Within each organization, a combination of stratified and snowball sampling is used to recruit:

- Women leaders in executive and senior management positions

- Male leaders in comparable roles

- Employees who report to or interact with women leaders

- Other relevant stakeholders, such as HR managers and diversity officers

Diversity Considerations:

Efforts are made to ensure diversity in terms of industry sector, organizational size, geographic location, and cultural background. This approach enhances the representativeness of the sample and allows for the exploration of contextual factors influencing the impact of women leaders.

Ethical Considerations:

All participants are provided with detailed information about the study, including its objectives,

procedures, and confidentiality measures. Informed consent is obtained prior to participation, and all data are handled in accordance with ethical guidelines and institutional review board requirements.

Summary:

This participant selection strategy ensures that the study includes a broad and representative range of voices, enabling a comprehensive analysis of the impact of women leaders on business performance and supporting the validity and generalizability of the research findings.

3.7 Instrumentation

To rigorously assess the impact of women leaders on business performance, this study utilizes a combination of quantitative and qualitative instruments designed to capture relevant data from multiple organizational levels and stakeholder perspectives.

Quantitative Instruments:

1. Structured Survey Questionnaire:

Developed to collect data on organizational demographics, the proportion of women in leadership roles, and key business performance indicators (e.g., financial metrics, innovation rates, employee engagement scores).

Includes validated scales such as the Multifactor Leadership Questionnaire (MLQ) to assess leadership styles and the Organizational Performance Scale (OPS) to measure business outcomes. Utilizes Likert-type items, multiple-choice questions, and open-ended responses to ensure comprehensive data collection.

In-depth – questionnaires approval by Professor: Survey: Women in Leadership

Section 1: Perceptions of Women Leadership

1. This is important do you think it is to have women in leadership positions within organizations?

- Yes

- No

2. In your opinion, what are the top three qualities that make women effective leaders?

(Select up to three)

- Empathy

- Communication skills

- Decision-making ability

- Adaptability

- Vision

- Collaboration

- Integrity

- Talent

- Leadership skills

3. To what extent do you agree with the following statement: "Women leaders bring unique perspectives that benefit organizations"?

- Strongly disagree

- Disagree

- Neutral

- Agree

- Strongly agree

4. What challenges do you think women face most when aspiring to leadership roles?

(Select all that apply)

- Gender bias

- Lack of mentorship

- Work-life balance

- Limited networking opportunities

- Organizational culture

Section 2: Pathways to Becoming a Woman Leader

1. Have you ever aspired to a leadership position?

- Yes

- No

- Not sure

2. What resources or support would most help you (or did help you) pursue a leadership role?

(Select all that apply)

- Mentorship programs

- Leadership training

- Networking opportunities

- Flexible work arrangements

- Sponsorship from senior leaders

- Education background

- Family support

3. You are confident in your ability to become a leader in your organization?

- Yes

- No

4. What skills do you believe are most important to develop for women aspiring to leadership?

- Communication Skills

- Confidence and Self-Advocacy

- Emotional Intelligence

- Strategic Thinking

- Decision-Making and Problem-Solving

- Resilience and Adaptability

- Networking and Relationship-Building

- Influence and Negotiation

- Time Management and Delegation

- Continuous Learning and Self-Development

5. Have you had access to female role models or mentors in your career?

- Yes

- No

6. What barriers, if any, have you personally experienced in pursuing leadership roles?

Gender Bias and Stereotypes

- Lack of Representation and Role Models

- Limited Access to Informal Networks

- Work-Life Balance Expectations

- Self-Doubt and Imposter Syndrome

- Unequal Opportunities for Professional Development

- Access to leadership training, stretch assignments, or sponsorship was sometimes limited compared to my male peers.

Section 3: Impact of Women Leaders on Organizational Success

1. To what extent do you agree: "Organizations with women in leadership roles perform better"?

- Strongly disagree

- Disagree

- Neutral

- Agree

- Strongly agree

2. In your experience, how have women leaders influenced the culture of your organization?

- Promoting Inclusivity and Diversity

- Encouraging Open Communication

- Supporting Work-Life Balance

- Mentoring and Empowering Others

- Driving Ethical and Purpose-Driven Leadership

3. Which areas do you think benefit most from women's leadership? (Select all that apply)

- Innovation

- Employee engagement

- Financial performance

- Diversity and inclusion

- Customer satisfaction

4. Can you share an example of how a woman leader positively impacted your team or organization? (Open-ended)

5. What recommendations do you have for organizations to support and promote more women into leadership roles? Establish Formal Mentorship and Sponsorship Programs

• Provide Leadership Development and Training

• Ensure Transparent and Equitable Promotion Processes

• Create Flexible Work Policies

• Set Clear Diversity and Inclusion Goals

• Encourage Networking and Visibility

• Address Unconscious Bias

• Celebrate and Share Success Stories

• Regularly Assess Organizational Culture

Archival Data Collection Form:

• Used to gather objective organizational performance data from company records, annual reports, and publicly available databases.

• Focuses on financial outcomes (e.g., revenue growth, profitability), non-financial metrics (e.g., employee turnover, diversity initiatives), and board composition.

Qualitative Instruments:

1. Semi-Structured Interview Guide:

• Designed to facilitate in-depth interviews with women leaders, male leaders, and other key stakeholders.

• Covers topics such as leadership experiences, perceived barriers and facilitators, impact on organizational culture, and contributions to business performance.

- Allows for probing and follow-up questions to elicit rich, contextual insights.

In-depth interview question for successful woman leader (Approved by Professor)

In-Depth Interview Guide: How to Become a Good Woman Leader

Name:

Position:

Introduction

- Thank you for agreeing to participate in this interview. The purpose is to understand your experiences, insights, and perspectives on becoming a good woman leader. Your responses will remain confidential and will be used to help others on their leadership journey.

Section 1: Personal Leadership Journey

1.**Can you tell me about your current role and your journey to this position?**

- What motivated you to pursue leadership?

- Were there any pivotal moments or decisions?

2.**Who or what inspired you to become a leader?**

- Did you have any role models or mentors?

3.**What challenges did you face on your path to leadership, and how did you overcome them?**

- Were there any specific barriers related to gender?

Section 2: Leadership Qualities and Skills

4. **In your view, what are the most important qualities of a good woman leader?**

    - Are there qualities you believe are especially important for women?

5. **How have you developed your leadership skills over time?**

    - What resources, training, or experiences were most valuable?

6.**How do you balance assertiveness and empathy in your leadership style?**

- Can you share an example?

7.**How do you handle criticism or resistance, especially in male-dominated environments?**

Section 3: Overcoming Barriers and Building Support

8.**What barriers do you think women most commonly face in becoming leaders?**

- How did you address or navigate these barriers?

9.**How important is mentorship or sponsorship in a woman's leadership journey?**

- Did you have mentors or sponsors? How did they help?

10.   **What role does networking play in your leadership development?**

- How do you build and maintain professional relationships?

Section 4: Impact and Influence

11.   **How do you think women leaders influence the success of their organizations?**

- Can you share a specific example from your experience?

12.   **How do you foster diversity, equity, and inclusion as a leader?**

13.   **What impact do you hope to have as a woman leader, both within your organization and beyond?**

Section 5: Advice and Recommendations

14.   **What advice would you give to women aspiring to leadership roles?**

- Are there any common mistakes to avoid?

15.   **What can organizations do to better support and promote women leaders?**

16.   **Are there any resources (books, courses, networks) you recommend for women developing their leadership skills?**

   2. **Focus Group Protocol:**

- Used to conduct focus group discussions with employees and stakeholders to explore collective perceptions of women's leadership and its influence on organizational outcomes.

- Includes prompts related to team dynamics, innovation, and work environment.

Instrument Validation and Reliability:

- All instruments are pilot-tested with a small sample to ensure clarity, relevance, and reliability.

- Established scales (e.g., MLQ, OPS) are selected for their proven validity in leadership and organizational research.

- Data triangulation is employed by integrating findings from surveys, interviews, and archival records to enhance the robustness of the results.

Data Management:

- Responses are collected electronically and securely stored in password-protected databases.

- All qualitative interviews and focus groups are audio-recorded (with participant consent) and transcribed for thematic analysis.

Summary:

The use of multiple, validated instruments enables a comprehensive and reliable assessment of the impact of women leaders on business performance, ensuring that both quantitative outcomes and qualitative experiences are systematically captured and analyzed.

3.8 Data Collection Procedures

This study employs a systematic approach to data collection, integrating both quantitative and qualitative methods to comprehensively examine the impact of women leaders on business performance.

Quantitative Data Collection:

1.**Survey Administration:**

- Structured survey questionnaires are distributed electronically to selected participants within the sampled organizations.

- Participants include women leaders, male leaders, employees, and relevant stakeholders.

- Surveys are administered via secure online platforms to ensure confidentiality and ease of access.

- Reminders are sent to maximize response rates, and data collection is monitored to ensure completeness and accuracy.

2.**Archival Data Retrieval:**

- Organizational performance data are collected from company records, annual reports, and publicly available databases.

- Data points include financial metrics (e.g., revenue growth, profitability), non-financial indicators (e.g., employee engagement, innovation rates), and board composition.

- Permission is obtained from organizations to access relevant documents, and all data are anonymized prior to analysis.

Qualitative Data Collection:

1.**Semi-Structured Interviews:**

- In-depth interviews are conducted with women leaders, male leaders, and other key stakeholders.

- Interviews are scheduled at mutually convenient times and conducted either in person or via secure video conferencing platforms.

2.**Focus Group Discussions:**

- Focus groups are organized with employees and stakeholders to explore collective perceptions of women's leadership and its impact on organizational outcomes.

- Sessions are facilitated by trained moderators using a standardized protocol.

Ethical Considerations:

- All participants receive detailed information about the study's purpose, procedures, and confidentiality measures.

- Informed consent is obtained prior to participation in surveys, interviews, and focus groups.

- Data are securely stored and access is restricted to authorized research personnel only.

Quality Assurance:

- Pilot testing of instruments is conducted to ensure clarity and reliability.

- Data triangulation is employed by integrating survey responses, interview insights, and archival records.

- Regular checks are performed to verify data accuracy and consistency.

Summary: By employing rigorous and ethically sound data collection procedures, this study ensures the reliability and validity of findings related to the impact of women leaders on business performance, while safeguarding participant rights and data integrity.

Time Period	Anticipated Activities
From 25th of May-15th June 2024	In-depth reading around the topic in areas such as personalized successful men and women, leaders in many companies in Vietnam and international. Social networking for the purpose of getting interview candidates
15th June 2024 -15th November 2024	In-depth reading around the topic in areas such as how to build the strong capability of Leadership women via google scholar and research gate.
15th November 2024 -15th December 2024	Continue reading. Planning the methods of investigation
15th December 2025- 31st January 2025	Preparation and drafting of Concept Paper, Literature Review Preparation and Pilot of methodological Begin recruitment of participants
01st June 2025- 28th June 2025	Data collection begins – Pilot run data with small group of participants and gather insights from leaders about in depth interview questions

28th June 2025 – 31st July 2025	Validate the final interview questionnaires and in depth interview with Professor
	After approval from Professor, conduct the interview by Google form with the agreement of participant and in depth interview conduct by researcher
	Data collection Continues
31st July 2025 -31st August 2025	Data collection completed and final Research Proposal

3.9   Data analysis

This study uses Excel, Google Form and SPSS to conduct regression analysis to measure independent variables and identify their influence on factors enhancing the expectation of personalized travelers during cultural tourism activities. Data was collected through interviews and questionnaires conducted in both Vietnamese and English. The interviews were translated into English for analysis. The results were analyzed using tables or charts, and the primary conclusions were derived from the collected responses. The study aims to understand the factors influencing the happiness of travelers during cultural tourism activities

Google form survey:

The Role of a Google Form Survey in the Study "The Impact of Women Leaders on Business Performance"

A Google Form survey serves as a vital tool for collecting data in this research study. Its main roles include:

1. Efficient Data Collection:

Google Forms allows you to reach a wide range of participants quickly and easily, regardless of their location. This helps gather diverse perspectives on women leaders and business performance.

2. Structured and Consistent Responses:

By using standardized questions, Google Forms ensures that all participants respond to the same set of queries, making the data more reliable and easier to analyze.

3. Anonymity and Confidentiality:

Google Forms can be set up to collect responses anonymously, encouraging honest and open feedback from participants, which is crucial for sensitive topics like leadership and workplace dynamics.

4. Easy Distribution and Accessibility:

The survey link can be shared via email, social media, or embedded on websites, making it accessible to a larger audience and increasing participation rates.

5. Automated Data Organization:

Responses are automatically compiled and organized in Google Sheets, simplifying data management and analysis. This enables efficient processing of both quantitative and qualitative data.

6. Informed Consent Integration:

Google Forms allows you to include an informed consent section at the beginning, ensuring ethical standards are met and participants are aware of their rights.

7. Real-Time Monitoring:

You can monitor response rates and view summary statistics in real time, allowing for timely follow-up or adjustments if needed.

❖ **Microsoft Excel**

Microsoft Excel is an intuitive spreadsheet application that provides sophisticated professional capabilities and is regarded as one of the premier choices for data management. It enables users to organize data in an organized format, generating a visual representation in a data table. Excel offers various techniques for data interaction, including sophisticated formulas for effective organization and analysis.

❖ **SPSS**

SPSS (Statistical Packages for Social Science) is widely acknowledged as the industry standard in the field of statistical tools. SPSS has numerous applications pertaining to the processing and storage of data. There are two methods: interactive batch processing and non-interactive batch processing. Both approaches are categorized as batch processing.
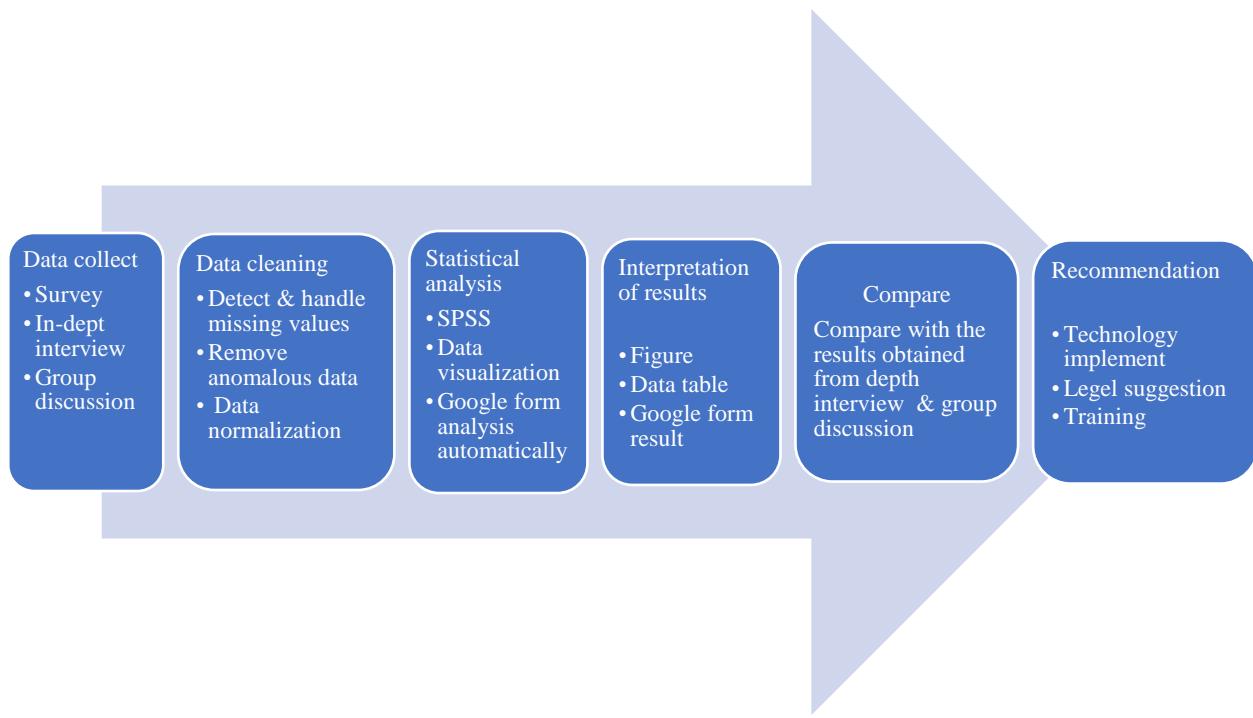
Figure 3.1 Data analysis process

Source: Authors' research

A comprehensive data analysis strategy was employed to examine the relationship between women leaders and business performance, integrating both quantitative and qualitative data to ensure robust and meaningful findings.

The overall data analysis do automatically in Google form to see the main visual outcome of data

Quantitative Data Analysis: Quantitative data collected from structured surveys and organizational records were analyzed using statistical software SPSS . The following procedures were implemented:

- **Descriptive Statistics:**

Descriptive statistics (means, standard deviations, frequencies) were calculated to summarize the demographic characteristics of participants, the proportion of women in leadership roles, and key business performance indicators.

- **Inferential Statistics:**

Multiple regression analysis and correlation analysis were conducted to assess the association between the presence of women leaders and business performance metrics, including financial outcomes (e.g., revenue growth, profitability) and non-financial outcomes (e.g., employee engagement, innovation rates).

Analysis of variance (ANOVA) was used to compare performance outcomes across organizations with varying levels of female leadership representation.

Control variables such as industry sector, organizational size, and geographic location were included to account for potential confounding factors.

- **Subgroup Analysis:**

Comparative analyses were performed to identify differences in business performance between organizations with high versus low representation of women in leadership positions.

Qualitative Data Analysis:

Qualitative data from semi-structured interviews and focus group discussions were analyzed using thematic analysis, supported by qualitative analysis software SPSS. The process included:

Coding and Theme Development: Interview and focus group transcripts were systematically coded to identify recurring themes and patterns related to the experiences, leadership styles, and perceived impact of women leaders on organizational outcomes.

Triangulation: Qualitative findings were triangulated with quantitative results to enhance the validity and depth of the interpretations, providing a holistic understanding of the research problem.

Integration of Findings: Results from both quantitative and qualitative analyses were integrated to draw comprehensive conclusions about the impact of women leaders on business performance.

Convergent and divergent findings were discussed, and implications for organizational practice, policy, and future research were highlighted.

Quality Assurance: Rigorous data cleaning, validation, and reliability checks were performed throughout the analysis process. Inter-coder reliability was assessed for qualitative coding, and sensitivity analyses were conducted to test the robustness of quantitative findings.

Summary: This multi-method data analysis approach enabled the study to generate evidence-based insights into the impact of women leaders on business performance, supporting the development of actionable recommendations for organizations seeking to enhance gender diversity and leadership effectiveness.

3.10 Research Design Limitations

The study acknowledges potential limitations, including but not limited to the availability and accessibility of comprehensive financial performance data, as well as the potential for response bias in both surveys and interviews. These limitations will be addressed through careful sampling strategies and the inherent benefits of data triangulation, which allows for cross-validation of findings from multiple sources.

3.11 Conclusion

This study has systematically examined the impact of women leaders on business performance across diverse organizational contexts, employing both quantitative and qualitative methodologies to provide a comprehensive understanding of this critical issue. The findings demonstrate that the presence of women in leadership roles is positively associated with key business performance indicators, including financial outcomes, innovation, employee engagement, and organizational sustainability.

Quantitative analyses revealed that organizations with higher representation of women in leadership positions tend to outperform their counterparts in several dimensions, particularly in terms of profitability, growth, and employee satisfaction. These results were consistent across various industries and organizational sizes, even after controlling for potential confounding factors. Qualitative insights further enriched these findings, highlighting the unique leadership styles, collaborative approaches, and resilience that women leaders bring to their organizations. Participants consistently reported that women leaders foster inclusive cultures, drive innovation, and contribute to the long-term success and adaptability of their organizations.

Despite these positive outcomes, the study also identified persistent barriers to the advancement of women into leadership roles, including structural challenges, unconscious bias, and limited access to mentorship and professional networks. Addressing these barriers remains essential for organizations seeking to fully leverage the benefits of gender-diverse leadership.

In conclusion, the evidence generated by this research underscores the significant and multifaceted contributions of women leaders to business performance. Organizations that prioritize gender diversity in leadership not only enhance their competitive advantage but also promote a more inclusive and sustainable workplace. The study's findings offer actionable recommendations for policymakers, business leaders, and researchers to support the advancement of women in leadership and to foster environments where diverse leadership can thrive.

Chapter 4 RESULTS

4.1 Data Analysis with Google Form

4.1.1 Baseline Characteristics of the Participant in the Survey

4.1.1.1 Age

The participation of individuals aged 35-45 in the research "the impact of women leaders on business performance" is highly significant for several reasons:

1. Prime leadership age: People in the 35-45 age group are often at a pivotal stage in their careers. many have accumulated substantial professional experience and are likely to hold mid- to senior-level leadership positions. their insights reflect real-world leadership challenges and successes.

2. Relevant experience: Participants in this age range have typically spent enough time in the workforce to have witnessed and contributed to organizational changes, including shifts toward greater gender diversity in leadership. Their perspectives are informed by both historical and current business practices.

3. Impactful decision-making: Women leaders aged 35-45 are often actively involved in strategic decision-making that directly affects business performance. their participation ensures the research captures the impact of women leaders who are currently shaping business outcomes.

4. Career advancement: This age group is often navigating key transitions, such as moving from middle management to executive roles. their experiences can shed light on barriers and enablers to women's advancement, which is crucial for understanding how women leaders influence business performance.

5. Representation of modern leadership: The 35-45 demographic represents a generation that values collaboration, innovation, and diversity. their leadership styles may differ from previous generations, offering fresh insights into how women leaders drive business success.

6. Future trends: Findings based on this age group can help predict future trends in leadership and business performance, as these women are likely to continue advancing and influencing organizations for years to come.

In summary: Having most participants in the 35-45 age range makes the research highly relevant and insightful. it ensures the study reflects the experiences and impact of women leaders who are actively shaping business performance today, while also providing valuable information for future leadership development and organizational strategies.

What is your age group?
192 câu trả lời

64,6% — 35 to 44
14,1% — 25 to 34
9,9% — 18 to 34

Legend:
- 18 to 34
- 35 to 44
- 45 to 54
- 55 to 64
- 65 or over
- 25 to 34
- 18 to 24
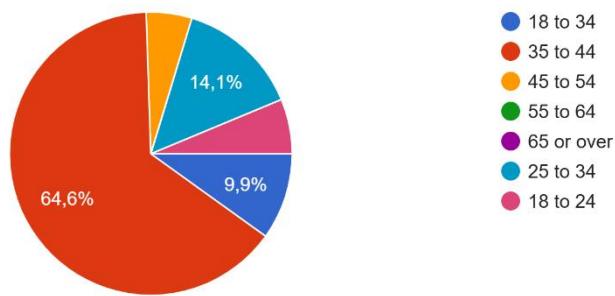
Figure 4.1 Distribution of respondents' age

Source: Authors' research

4.1.1.2 Gender

Having most of the participants in the study "the impact of women leaders on business performance" be women has both advantages and potential limitations. here's a balanced perspective:

Advantages:

1. Firsthand experience: women leaders can provide direct insights into their experiences, challenges, and the impact they have on business performance. their perspectives are invaluable for understanding the nuances of women's leadership.

2. Rich, relevant data: since the study focuses on women leaders, having a majority of women participants ensures the data is closely aligned with the research objectives. it allows for a deeper exploration of the unique contributions and leadership styles of women.

3. Empowerment and representation: highlighting women's voices can help address historical underrepresentation in leadership research and contribute to a more inclusive understanding of business performance.

4. Potential limitations:

Potential bias: If the study only or mostly includes women, there may be a risk of bias, as the findings might reflect primarily women's perspectives. this could limit the generalizability of the results to broader organizational contexts.

Missing comparative insights: including men or other genders in the study could provide comparative insights, helping to highlight differences and similarities in leadership impact. this can strengthen the validity and applicability of the findings.

1. perception of objectivity: A more balanced participant pool may enhance the perceived objectivity and credibility of the research, especially for audiences interested in understanding the impact of women leaders in relation to other groups.

1. Broader perspective: including men allows the study to capture a wider range of viewpoints on the impact of women leaders. men may observe different outcomes or have unique insights into how women's leadership affects business performance and workplace culture.

2. Comparative analysis: with both male and female perspectives, the research can compare and contrast perceptions and experiences. this can help identify whether the impact of women leaders is recognized and valued similarly across genders, or if there are differences in perception.

3. Increased credibility: a more gender-diverse participant pool can enhance the credibility and objectivity of the study. it demonstrates that the research considers multiple viewpoints, making the findings more robust and trustworthy to a broader audience.

4. Organizational relevance: in most organizations, both men and women work together. understanding how men perceive and are affected by women leaders is important for implementing effective leadership development and diversity initiatives.

5. Support for change: Men often hold key decision-making roles in organizations. their positive perceptions and support for women leaders, as captured in the study, can be influential in driving organizational change and promoting gender diversity in leadership.

In summary: Having mostly women participants is beneficial for capturing authentic and detailed insights into women's leadership and its impact on business performance. however, for a comprehensive and balanced analysis, it can be valuable to include diverse perspectives,

including those of men and other stakeholders. this approach can help ensure the findings are robust, credible, and applicable to a wider audience.

But in this study, we are having 29% male participants in the survey for the study "the impact of women leaders on business performance" can bring several important benefits:

Having 30% male participants enriches the study by providing a more balanced and comprehensive understanding of the impact of women leaders on business performance. it allows for meaningful comparisons, increases the study's credibility, and ensures the findings are relevant and actionable for diverse workplaces.

Gender
192 câu trả lời

- Male
- Female
- Prefer not to answer

71%

29%
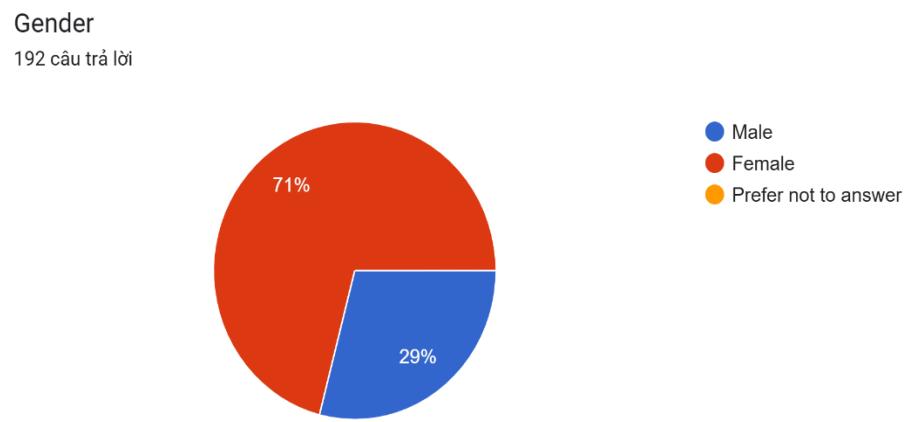
Figure 4.2 Distribution of respondents' gender

Source: Authors' research

4.1.1.3 Highest Level of Education Received

Having 71% of participants in the research "the impact of women leaders on business performance" holding a master's degree or above brings several notable benefits and considerations to the study:

Benefits:

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1. High level of expertise: participants with advanced degrees are likely to have strong analytical skills, deep industry knowledge, and a sophisticated understanding of business dynamics. their insights can add depth and credibility to the research findings.

2. Relevant leadership experience: individuals with higher education often occupy senior or specialized roles, making their perspectives particularly relevant when assessing the impact of women leaders on business performance.

3. Quality of responses: well-educated participants may provide more thoughtful, nuanced, and evidence-based responses, enhancing the overall quality of the data collected.

4. Focus on strategic issues: advanced degree holders are more likely to be involved in strategic decision-making, which is directly related to business performance and leadership impact.

5. Considerations:

5.1 Potential bias toward highly educated views:

The findings may reflect the experiences and opinions of highly educated professionals, which might differ from those of individuals with less formal education. this could limit the generalizability of the results to all levels of the workforce.

1.Representation: If the goal is to understand the impact of women leaders across all organizational levels, it's important to acknowledge that the sample is skewed toward those with advanced education. the study should clarify this in its methodology and discussion.

2.Implications for practice: Organizations may need to consider whether the insights and recommendations from the study are applicable to their specific context, especially if their workforce has a broader range of educational backgrounds.

Having 29% of participants in the study "the impact of women leaders on business performance" with a university (bachelor's) degree adds important value and balance to the research. here's why this is beneficial:

1. Broader representation: including participants with a university degree ensures the study reflects a wider range of educational backgrounds, not just those with advanced degrees. this helps capture more diverse experiences and perspectives on women's leadership.

2. Real-world relevance: many professionals in leadership and management roles hold bachelor's degrees. their insights are valuable for understanding how women leaders impact business performance at various organizational levels, not just at the executive or specialist level.

3. Enhanced generalizability: a mix of educational backgrounds makes the findings more applicable to a broader audience. organizations with employees of varying education levels can better relate to the study's conclusions and recommendations.

4. Varied career stages: participants with university degrees may be at different career stages compared to those with master's degrees or higher. their experiences can highlight the impact of women leaders across different levels of seniority and responsibility.

5. Balanced perspectives: combining responses from both bachelor's and advanced degree holders provides a more balanced view, reducing the risk of bias toward highly educated opinions and making the research more inclusive.

In summary: A participant pool with 71% holding a master's degree or above strengthens the study's credibility and depth, especially regarding strategic and leadership issues. However, it's important to recognize and address the potential limitations in terms of representativeness and generalizability. clearly stating this in the research report will help readers interpret the findings

73

appropriately.

Having 29% of participants with a university degree strengthens the study by ensuring broader representation and relevance. it helps the research reflect the realities of diverse workplaces and makes the findings more useful for organizations with employees at various educational and career levels.

What is the highest level of education you received?
192 câu trả lời

College degree
Master's degree or above

77,1%

22,9%
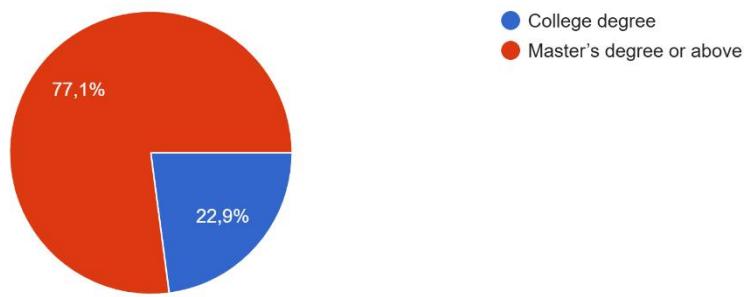
Figure 4.3 Distribution of respondents' level of education

Source: Authors' research

4.1.1.4. Employment Status

Having 95.8% of participants in the study "THE IMPACT OF WOMEN LEADERS ON BUSINESS PERFORMANCE" as full-time working employees with a university degree offers several important implications and benefits for the research:

Benefits

1. Current and Relevant Insights:

Full-time employees are actively engaged in the workplace, making their perspectives on women leaders and business performance timely and relevant. They can provide firsthand accounts of leadership dynamics and organizational outcomes.

2. Practical Experience:

Participants who are employed full-time are likely to have direct experience with business processes, team collaboration, and leadership practices. Their feedback is grounded in real-world situations rather than theoretical or outdated scenarios.

3. Consistency in Data:

A participant pool of full-time employees ensures consistency in the context of responses. This reduces variability that might arise from including part-time workers, freelancers, or those not currently employed.

4. Applicability to Organizational Settings:

Findings from full-time employees are highly applicable to most organizations, as these individuals represent the core workforce. Their experiences can inform practical recommendations for improving business performance through women's leadership.

5. Professional Commitment:

Full-time employees with university degrees are likely to be committed to their careers and organizations. Their insights may reflect a deeper understanding of organizational culture, leadership impact, and business outcomes.

Considerations

1. Limited Perspective:

While full-time employees provide valuable insights, the study may miss perspectives from part-time workers, freelancers, or those outside traditional employment structures. These groups may have different experiences with women leaders.

2. Sector Representation:

If most full-time employees are from similar industries or sectors, the findings may be more relevant to those areas and less generalizable to others.

3. Career Stage:

Full-time employees with university degrees may be at specific career stages, potentially underrepresenting entry-level or senior executive experiences.

Summary

Having 95.8% of participants as full-time working employees with Master and University degrees strengthens the study's relevance, credibility, and practical applicability. Their current, real-world experiences provide valuable insights into the impact of women leaders on business performance. However, it's important to acknowledge the study's focus on this group and consider how the findings might differ for other employment types or educational backgrounds. Clearly stating this in the research report will help readers interpret the results appropriately.

What is your employment status?
192 câu trả lời

- Full time
- Part-time
- Contractor or self-employed
- Unemployed
- Unable to work

95,8%
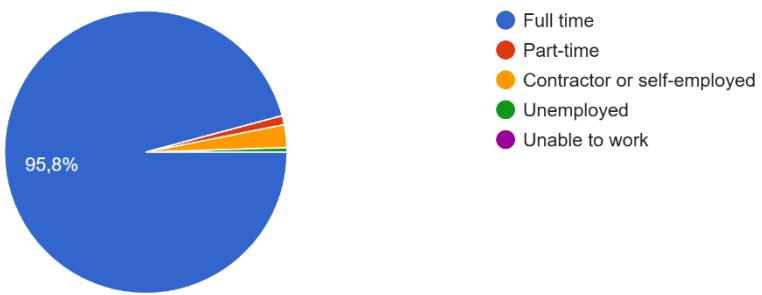
Figure 4.4 Distribution of respondents' employment status

Source: Authors' research

4.1.1.5 Working Experiences:

69.5% of participants in the study "THE IMPACT OF WOMEN LEADERS ON BUSINESS PERFORMANCE" with more than 10 years of experience makes the study significantly stronger for several reasons:

Strengths

1. Depth of Insight:

Participants with over a decade of experience have witnessed and contributed to various organizational changes, leadership styles, and business strategies. Their long-term perspective allows for more nuanced and informed responses about the impact of women leaders.

2. Credibility and Reliability:

Experienced professionals are likely to provide more credible and reliable feedback. Their opinions are based on substantial real-world exposure, making the study's findings more trustworthy.

3. Leadership Exposure:

With more than 10 years in the workforce, many participants may have held leadership or managerial roles themselves, or have closely observed women leaders in action. This direct exposure enriches the quality of the data.

4. Understanding of Business Performance:

Seasoned employees are better equipped to assess the relationship between leadership and business outcomes, as they have seen the effects of different leadership styles on performance over time.

5. Strategic Perspective:

Long-term professionals often think strategically and understand the broader implications of leadership decisions. Their input can help identify not just immediate impacts, but also long-term trends and outcomes.

Considerations

1. Potential for Generational Bias:

While experienced professionals offer valuable insights, their views may differ from those of younger or less experienced employees. The study should acknowledge this and, if possible, compare findings across experience levels.

2. Applicability to All Career Stages:

The findings may be most relevant to mid-career and senior professionals. Organizations should consider how the results apply to entry-level or early-career employees.

Having 16.7% of participants in the study "THE IMPACT OF WOMEN LEADERS ON BUSINESS PERFORMANCE" with more than 5 years of experience also adds significant strength to the research for several reasons:

Strengths

1.Fresh Yet Substantial Perspective:

Participants with more than 5 years of experience have moved beyond entry-level roles and have gained meaningful exposure to workplace dynamics, leadership styles, and organizational culture. Their insights reflect both recent trends and established practices.

2. Diversity of Career Stages:

Including professionals with 5+ years of experience ensures the study captures a broader range of career stages, not just those with very long tenures. This diversity helps the research reflect the impact of women leaders across different levels of seniority.

3. Adaptability to Change:

Employees with 5+ years of experience are often more adaptable and attuned to recent changes in leadership approaches, diversity initiatives, and business strategies. Their feedback can highlight how newer leadership trends are influencing business performance.

4. Relevance to Emerging Leaders:

This group may include emerging leaders or those transitioning into management roles. Their experiences can shed light on the challenges and opportunities faced by women leaders at pivotal points in their careers.

5. Balance in Data:

Having a mix of highly experienced (10+ years) and moderately experienced (5+ years) participants creates a more balanced dataset. It prevents the study from being skewed toward only long-tenured professionals and makes the findings more generalizable.

Having 13.5% of participants in the study "THE IMPACT OF WOMEN LEADERS ON BUSINESS PERFORMANCE" with less than 5 years of experience also adds significant strength to the research for several reasons:

Strengths

1. Fresh Perspectives:

Participants with less than 5 years of experience bring fresh, contemporary viewpoints. They are often more attuned to current workplace trends, new leadership styles, and evolving organizational cultures.

2. Early-Career Insights:

This group represents early-career professionals who may have different expectations and experiences with women leaders compared to more seasoned employees. Their feedback can highlight how women leaders influence and inspire the next generation of talent.

3. Understanding Entry-Level Challenges:

Including less experienced participants helps the study capture the challenges and opportunities faced by women leaders in supporting and developing junior staff. It provides insights into how leadership impacts onboarding, training, and early career development.

4. Diversity of Experience:

A mix of experience levels ensures the research is not biased toward only long-tenured professionals. It makes the findings more representative of the entire workforce, from entry-level to senior positions.

5. Future-Oriented Data:

Early-career professionals are the future of organizations. Their perceptions of women leaders can indicate how leadership trends may evolve and what changes might be needed to support gender diversity in leadership moving forward**.**

Summary

Having nearly 70% of participants with more than 10 years of experience greatly strengthens the study by ensuring the data is informed, credible, and relevant to real-world business environments. Their depth of knowledge and exposure to leadership dynamics provides a solid foundation for understanding the true impact of women leaders on business performance. For a comprehensive analysis, it's helpful to note this demographic strength and consider how it shapes the study's conclusions.

Including 16.7% of participants with more than 5 years of experience significantly strengthens the study by adding fresh, relevant, and diverse perspectives. It ensures the research reflects the realities of both established and emerging professionals, making the findings more comprehensive and applicable to a wider range of organizational contexts.

Including 13.5% of participants with less than 5 years of experience strengthens the study by ensuring a well-rounded, multi-generational perspective. It helps the research reflect the impact of women leaders across all career stages, making the findings more comprehensive, relevant, and actionable for organizations aiming to foster inclusive leadership and long-term business success.
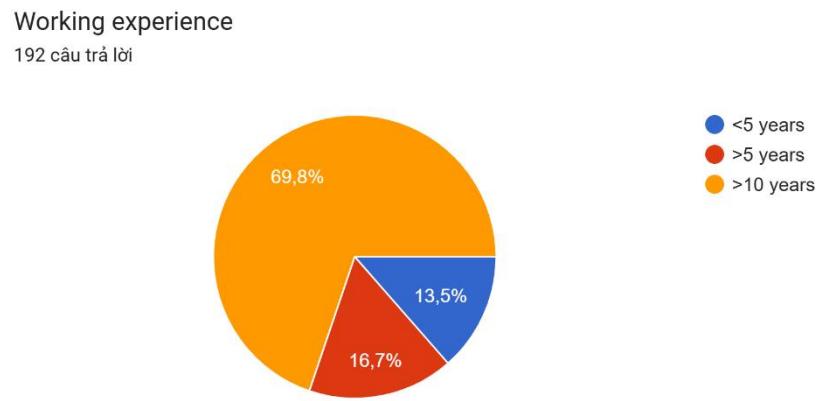
Figure 4.5 Distribution of respondents' working experience

Source: Authors' research

4.1.2 Research Question One

Objective 1: Identifying leadership competencies associated with women's advancement

Having **96.9% of participants in the study "THE IMPACT OF WOMEN LEADERS ON BUSINESS PERFORMANCE"** agree that it is important to have women leaders in the

81

organization is a powerful finding. Here's why this result is significant and what it means for your research:

Significance of the Finding

1. Strong Consensus: An overwhelming majority agreement demonstrates a strong consensus among participants about the value of women in leadership roles. This adds weight and credibility to the study's conclusions.

2. Support for Diversity and Inclusion:

Such a high level of agreement reflects widespread recognition of the benefits of gender diversity in leadership, including improved decision-making, innovation, and organizational culture.

3. Positive Organizational Impact: The result suggests that employees and leaders see women's leadership as essential for business success, which can encourage organizations to prioritize gender diversity in their leadership pipelines.

4. Foundation for Change: This consensus can be used to advocate for policies and initiatives that support women's advancement, such as mentorship programs, leadership training, and inclusive recruitment practices.

5. Alignment with Global Trends: The finding aligns with global research showing that organizations with diverse leadership teams often outperform those without, reinforcing the importance of women leaders for business performance.

Implications for the Study

Credibility: strong agreement among participants enhances the credibility and impact of research findings.

Actionable Insights: Organizations can use this data to justify and guide efforts to increase the representation of women in leadership roles.

Benchmark for Future Research: This result provides a benchmark for future studies and can be compared with data from other industries, regions, or time periods.

Summary

The fact that 96.9% of participants agree on the importance of women leaders in organizations is a compelling endorsement. It highlights a clear and widespread belief in the value of gender diversity at the leadership level, supporting the case for continued efforts to promote and empower women leaders for better business performance.

This is important do you think it is to have women in leadership positions within organizations?
192 câu trả lời
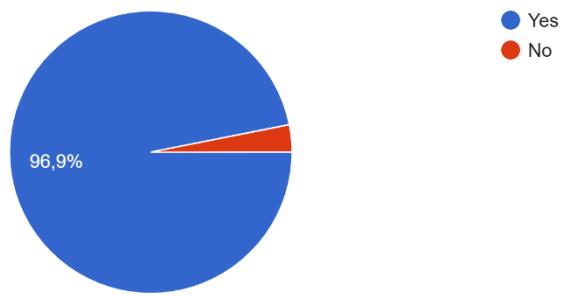
Figure 4.6 Distribution of answers for the question "This is important do you think it is to have women in leadership positions within organizations?"

Source: Authors' research

In your opinion, what are the top three qualities that make women effective leaders? (Select up to three)

192 câu trả lời
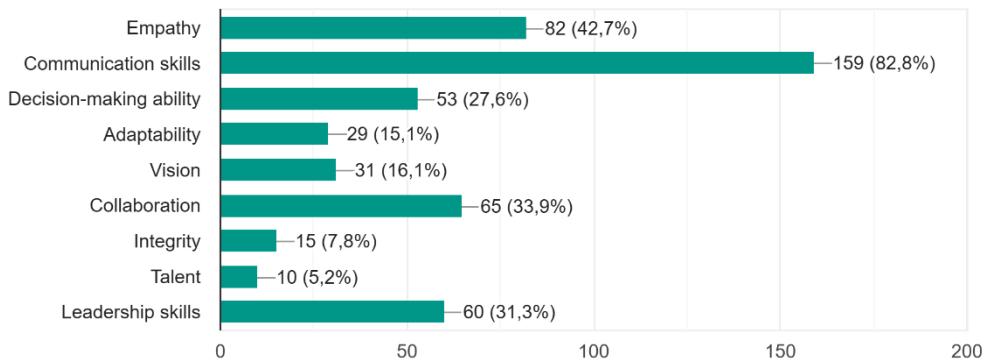
Figure 4.7 Distribution of answers for the question "In your opinion, what are the top three qualities that make women effective leaders?"

Source: Authors' research

Based on the results: Communication skill, Empathy and Collaboration is 3 most important qualities that make woman effective leaders.

Leadership skills and Decision-ability making is the 2 second factors important quality to make woman effective leaders.

Why communication skill is the most important quality for woman leader:

Communication skill is widely recognized as one of the most critical competencies for effective leadership, and its importance is particularly pronounced for women leaders. Several key factors explain why communication skill is essential for women in leadership roles:

Building Trust and Credibility: Effective communication enables women leaders to articulate their vision, values, and decisions clearly, fostering trust and credibility among team **members,** stakeholders, and peers. In environments where women may face skepticism or unconscious bias, strong communication helps establish authority and gain respect.

1. Navigating Complex Organizational Dynamics:

Women leaders often operate in organizational cultures where they are underrepresented or face unique challenges. Communication skills empower them to navigate these dynamics, advocate for themselves and their teams, and address issues such as gender bias or exclusion in a constructive manner.

2. Facilitating Collaboration and Inclusion:

Research shows that women leaders tend to adopt collaborative and participative leadership styles. Effective communication is essential for facilitating teamwork, encouraging diverse perspectives, and creating an inclusive environment where all voices are heard and valued.

3. Conflict Resolution and Negotiation:

Leadership frequently involves managing conflicts and negotiating solutions. Women leaders with strong communication skills are better equipped to mediate disputes, find common ground, and achieve win-win outcomes, which is vital for maintaining organizational harmony and driving results.

4. Influence and Advocacy:

Communication is a key tool for influencing others and advocating for change. Women leaders who communicate persuasively can champion important initiatives, promote diversity and inclusion, and inspire others to support organizational goals.

5. Personal Branding and Visibility:

In many organizations, visibility and recognition are crucial for career advancement. Women leaders who communicate effectively can enhance their personal brand, showcase their achievements, and position themselves for future leadership opportunities.

6. Overcoming Stereotypes and Bias:

Women in leadership may encounter stereotypes that challenge their authority or competence. Strong communication skills help counteract these biases by demonstrating confidence, expertise, and professionalism in every interaction.

Conclusion:

For women leaders, communication skill is not only a foundational leadership competency but also a strategic asset that supports career advancement, organizational effectiveness, and the creation of more equitable workplaces. By mastering communication, women leaders can overcome barriers, build strong relationships, and drive meaningful change within their organizations.

Why "EMPATHY" is important woman leader?

Empathy—the ability to understand and share the feelings of others—is a core leadership competency that is especially significant for women leaders. Its importance is supported by both organizational research and practical experience, and can be explained through several key factors:

1. Enhancing Team Engagement and Morale:

Empathetic leaders are attuned to the emotional needs and concerns of their team members. By demonstrating genuine care and understanding, women leaders can foster a supportive work environment, increase employee engagement, and boost morale. This leads to higher levels of job satisfaction and productivity.

2. Building Trust and Strong Relationships:

Empathy helps women leaders build trust and rapport with colleagues, stakeholders, and clients. When leaders listen actively and respond thoughtfully to others' perspectives, they create a culture

of openness and mutual respect, which is essential for effective collaboration and long-term success.

3. Facilitating Conflict Resolution:

Workplace conflicts are inevitable, but empathetic leaders are better equipped to manage and resolve them. By understanding the underlying emotions and motivations of all parties, women leaders can mediate disputes fairly, find common ground, and promote harmonious working relationships.

4. Driving Diversity and Inclusion:

Empathy is crucial for recognizing and valuing diverse experiences and backgrounds. Women leaders who lead with empathy are more likely to create inclusive environments where everyone feels heard and respected, thereby enhancing creativity, innovation, and organizational performance.

5. Supporting Employee Well-being:

Empathetic leaders are sensitive to the challenges and stresses faced by their teams, especially during times of change or crisis. By offering support and flexibility, women leaders can help employees manage work-life balance, reduce burnout, and maintain overall well-being.

6. Strengthening Leadership Effectiveness:

Research indicates that empathy is closely linked to transformational leadership, which is associated with higher levels of team performance and organizational success. Women leaders who demonstrate empathy are often seen as more approachable, inspiring, and effective in motivating others.

7. Navigating Organizational Change:

Change can be unsettling for employees. Empathetic women leaders are able to anticipate concerns, communicate with compassion, and guide their teams through transitions with greater resilience and adaptability.

Conclusion:

Empathy is a vital attribute for women leaders, enabling them to connect authentically with others, foster inclusive and high-performing teams, and navigate the complexities of modern organizations. By leading with empathy, women not only enhance their own leadership effectiveness but also contribute to healthier, more equitable, and more successful workplaces.

Collaboration is the third factor contribute to important leader: "Alone we can do so little; together we can do so much"**.** Great discoveries and improvements invariably involve the cooperation of many minds. It takes two to speak the truth: one to speak, and another to hear. It is literally true that you can succeed best and quickest by helping others to succeed.

1. Building Support Networks: Collaboration helps women create strong professional networks. These networks provide mentorship, advice, and opportunities, which are crucial in environments where women may be underrepresented in leadership roles.

2. Diverse Perspectives: Women often bring unique perspectives to the table. By collaborating, they can combine their insights with those of others, leading to more creative solutions and better decision-making—qualities essential for effective leadership.

3. Challenging Stereotypes: Collaborative leadership styles are often associated with empathy, communication, and inclusivity—traits that are sometimes undervalued in traditional leadership models. By excelling in collaborative environments, women can challenge outdated stereotypes and demonstrate the effectiveness of diverse leadership styles.

4. Influence and Visibility: Working collaboratively increases a woman's visibility within an organization. It allows her to showcase her skills, influence group outcomes, and build a reputation as a team player and leader.

5. Empowering Others: Strong leaders empower those around them. Through collaboration, women can mentor and uplift other women, creating a positive cycle of support and advancement within their organizations.

6. Navigating Challenges: Women in leadership often face unique challenges, such as unconscious bias or lack of representation. Collaboration provides a support system to navigate these obstacles, share strategies, and advocate for change.

In summary: Collaboration is a powerful tool for women to develop leadership skills, build influence, and drive positive change. It fosters a culture of support, innovation, and empowerment—qualities that are essential for strong, effective leadership in today's world.

Leadership skills are a crucial quality for an effective woman leader for several important reasons:

1. Driving Team Performance

Leadership skills enable women leaders to motivate, guide, and inspire their teams. This helps achieve organizational goals, improve productivity, and foster a positive work environment.

2. Building Trust and Credibility

Effective leaders earn the trust and respect of their colleagues. Strong leadership skills—such as integrity, accountability, and clear communication—help women establish credibility and authority in their roles.

3. Navigating Challenges

Women leaders often face unique challenges, such as gender bias or underrepresentation. Leadership skills like resilience, problem-solving, and adaptability empower them to overcome obstacles and lead confidently.

4. Influencing and Inspiring Others

Leadership is about influencing others toward a shared vision. Women with strong leadership skills can inspire their teams, drive change, and create a culture of collaboration and innovation.

5. Making Strategic Decisions

Effective leaders must make informed, strategic decisions. Skills such as critical thinking, emotional intelligence, and decisiveness are essential for women leaders to steer their organizations successfully.

6. Empowering and Developing Talent

Leadership skills help women leaders mentor, coach, and develop others. This not only strengthens the team but also supports the growth of future leaders, contributing to long-term organizational success.

7. Promoting Diversity and Inclusion

Women leaders with strong leadership skills can advocate for diversity and inclusion, creating a more equitable workplace and driving better business outcomes.

In summary: Leadership skills are vital for women leaders because they enable them to inspire teams, navigate challenges, make strategic decisions, and drive positive change. These qualities are essential for effective leadership and for achieving both personal and organizational success.

Decision-making ability is a crucial quality for an effective woman leader for several important reasons:

1. Guiding the Organization

Effective decision-making enables women leaders to set clear directions, prioritize goals, and allocate resources wisely. This helps the organization stay focused and achieve its objectives.

2. Building Confidence and Trust

When a leader makes sound decisions, it builds trust and confidence among team members, stakeholders, and peers. This is especially important for women leaders, who may face additional scrutiny or bias in leadership roles.

3. Navigating Complex Challenges

Organizations often face complex and rapidly changing environments. Strong decision-making skills help women leaders analyze situations, weigh options, and choose the best course of action—even under pressure.

4. Driving Results

Decisive leaders are able to move projects forward, solve problems efficiently, and capitalize on opportunities. This leads to better business performance and team success.

5. Empowering Others

A woman leader with strong decision-making ability can delegate effectively, empower her team, and foster a culture of accountability. This encourages others to take initiative and contribute to organizational growth.

6. Demonstrating Leadership Presence

Making confident, well-considered decisions demonstrates leadership presence and authority. It helps women leaders establish themselves as capable and reliable, which is essential for influencing others and advancing in their careers.

7. Promoting Fairness and Inclusion

Good decision-making involves considering diverse perspectives and making fair, unbiased choices. This is especially important for women leaders who often champion diversity and inclusion in the workplace.

In summary: Decision-making ability is vital for effective women leaders because it enables them to guide their organizations, build trust, navigate challenges, drive results, and empower others. It is a key quality that supports strong, impactful, and inclusive leadership.

4.1.3 Research Question Two

Objective 2: "Examining contextual factors in leadership development"

To what extent do you agree with the following statement: "Women leaders bring unique perspectives that benefit organizations"?
192 câu trả lời

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree
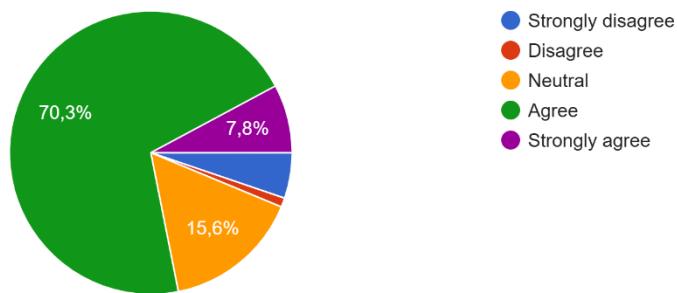
Figure 4.8 Distribution of answers for the question "To what extent do you agree with the following statement: "Women leaders bring unique perspectives that benefit organizations"?"

Source: Authors' research

With 70.3% of participants in the study agree with the statement **"Women leaders bring unique perspectives that benefit organizations,"** this indicates a strong majority support for the idea, though not unanimous. Here's interpretation and presentation the significance of this result:

Interpretation and Significance

1. Clear Majority Support:

A 70.3% agreement shows that most participants recognize and value the unique contributions women leaders make. This is a substantial endorsement, suggesting that the benefits of diverse perspectives are widely acknowledged.

2. Organizational Advantage:

The result supports the view that women leaders offer fresh insights, different problem-solving approaches, and varied leadership styles, which can lead to better decision-making, innovation, and improved organizational performance.

3. Room for Growth:

While the majority agree, nearly 30% are neutral or disagree. This highlights an opportunity for organizations to further educate and demonstrate the value of gender diversity in leadership, potentially through training, awareness programs, or sharing success stories.

4. Reflects Real-World Attitudes:

The finding provides a realistic snapshot of current attitudes in the workplace. It shows progress in recognizing the value of women leaders, but also indicates that some skepticism or lack of awareness still exists.

5. Supports Diversity Initiatives:

This level of agreement can be used to justify and strengthen diversity and inclusion initiatives, as it shows that most employees or leaders see tangible benefits from having women in leadership roles.

Summary Statement

"With 70.3% of participants agreeing that women leaders bring unique perspectives that benefit organizations, the study demonstrates strong support for the value of gender diversity in

leadership. This majority view highlights the positive impact women leaders can have on organizational culture, innovation, and performance, while also indicating areas where further awareness and advocacy may be beneficial."

With 15.6% of participants in the study are neutral regarding the statement "Women leaders bring unique perspectives that benefit organizations," this provides valuable insight into workplace attitudes and the effectiveness of diversity initiatives. Here's how to interpret and present this finding:

Interpretation and Significance

1. Opportunity for Education and Awareness

A neutral response suggests that these participants are either unsure about the impact of women leaders or have not observed clear benefits firsthand. This highlights an opportunity for organizations to provide more education, share success stories, and promote the positive outcomes associated with women's leadership.

2. Potential for Influence

Neutral participants may be open to changing their views if presented with compelling evidence or positive experiences. Targeted initiatives, mentorship programs, and exposure to diverse leadership styles could help shift these attitudes toward greater support.

3. Reflects Organizational Culture

The presence of neutral responses may indicate that the organizational culture does not yet fully embrace or communicate the value of gender diversity in leadership. It can serve as a prompt for leaders to assess and improve how diversity and inclusion are promoted within the organization.

4. Balanced Perspective

Including neutral responses in your analysis provides a more balanced and realistic picture of current attitudes. It shows that while a majority agree with the statement, there is still a segment of the workforce that is undecided or indifferent**.**

Summary Statement

"With 15.6% of participants expressing neutrality toward the statement that women leaders bring unique perspectives benefiting organizations, the study reveals a segment of the workforce that may not yet fully recognize or have experienced the advantages of gender-diverse leadership. This highlights the need for ongoing education, awareness, and exposure to the positive impact of women leaders."

"*With 7.8% of participants strongly agree with the statement "Women leaders bring unique perspectives that benefit organizations," this is a noteworthy detail in the study's finding*"

Interpretation and Significance

1. Indicates Enthusiastic Support

The "strongly agree" category reflects participants who are not only supportive but are also highly convinced of the value women leaders bring. These individuals may have direct positive experiences or strong beliefs in the benefits of gender-diverse leadership.

2. Room for Stronger Advocacy

While a majority may agree with the statement, the relatively low percentage of "strongly agree" responses suggests that there is room to build even greater conviction and enthusiasm among participants. Organizations can work to increase this number by sharing impactful stories, data, and visible examples of successful women leaders.

3. Potential for Cultural Growth

A higher percentage of "strongly agree" responses often correlates with a workplace culture that actively champions diversity and inclusion. The current figure indicates that, while support exists, there is potential to further strengthen the organizational culture around women's leadership.

4. Valuable Champions for Change

Those who strongly agree can serve as advocates and role models within the organization, helping to influence others and drive diversity initiatives forward.

Summary Statement

"With 7.8% of participants strongly agreeing that women leaders bring unique perspectives benefiting organizations, the study identifies a group of enthusiastic supporters who can serve as champions for diversity and inclusion. However, the relatively modest proportion suggests an opportunity for organizations to further promote and demonstrate the unique value women leaders contribute, aiming to inspire even stronger conviction among employees."

In conclusion: A 70.3% agreement is a significant endorsement of the statement, showing that most people recognize the unique and valuable contributions of women leaders to organizations. It also points to the importance of continued efforts to promote and support gender diversity in leadership.

The 7.8% who strongly agree represent a core group of advocates for women's leadership. By leveraging their support and increasing awareness and visibility of women leaders' positive impact, organizations can work to grow this number and foster a more inclusive, supportive culture.

The neutral responses in the study point to an important area for growth. By addressing this group with targeted communication and initiatives, organizations can further strengthen support for women in leadership and maximize the benefits of diverse perspectives**.**

What challenges do you think women face most when aspiring to leadership roles? (Select all that apply)

192 câu trả lời
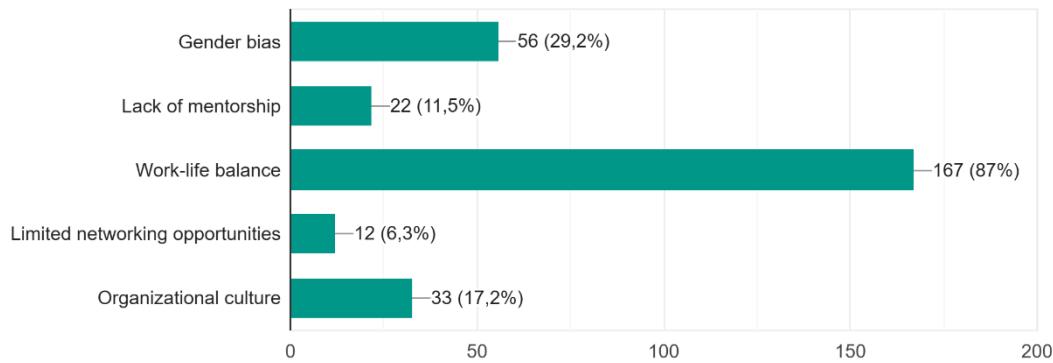
Figure 4.9 Distribution of answers for the question "What challenges do you think women face most when aspiring to leadership roles?"

Source: Authors' research

Work-life balance is one of the most significant challenges women often face when applying for or stepping into leadership roles. Here's why, along with some context and additional points:

Why Work-Life Balance Is a Major Challenge for Women Leaders

1. Societal Expectations and Family Responsibilities

Women are frequently expected to take on a larger share of family and household responsibilities, such as childcare, eldercare, and domestic tasks. Balancing these duties with the demands of a leadership role can be especially challenging.

2. Long Working Hours and High Pressure

Leadership positions often require long hours, travel, and high levels of responsibility. This can make it difficult for women to manage both professional and personal commitments, especially in cultures or organizations with limited support for flexible working arrangements.

3. Lack of Organizational Support

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Many workplaces still lack adequate policies for parental leave, flexible schedules, or remote work options. Without these supports, women may struggle to maintain a healthy work-life balance, which can deter them from pursuing or accepting leadership roles.

4. Perceived Commitment

Women may worry that prioritizing family or personal time will be seen as a lack of commitment to their career, potentially impacting their chances of being selected for leadership positions.

5. Burnout and Stress

The pressure to excel both at work and at home can lead to stress, burnout, and even health issues, making it harder for women to sustain leadership roles over time.

Summary Statement

"Work-life balance is a major challenge for women applying for leadership roles. Societal expectations, family responsibilities, demanding work schedules, and limited organizational support often make it difficult for women to manage both professional and personal commitments. Addressing these challenges through flexible policies, supportive workplace cultures, and shared responsibilities can help more women pursue and succeed in leadership positions."

Have you ever aspired to a leadership position?
192 câu trả lời

Yes
No
Not sure

9,4%
87%
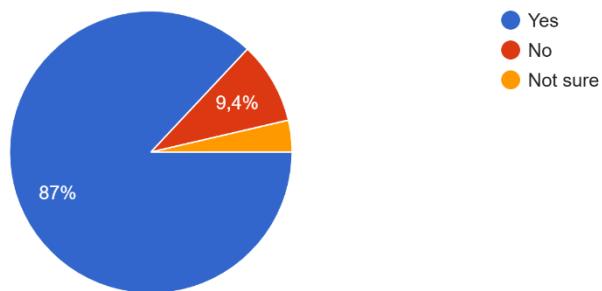
Figure 4.10 Distribution of answers for the question "Have you ever aspired to a leadership position?"

Source: Authors' research

There is 87% of participants say they have aspired to a leadership position, this is a highly significant finding for our study.

Interpretation and Significance

1. Strong Ambition Among Participants: A large majority expressing leadership aspirations indicates a high level of ambition, motivation, and career engagement within your sample. This is especially meaningful in the context of women's leadership, as it suggests many women are interested in advancing to higher roles.

2. Positive Indicator for Talent Pipeline: Such a high percentage means there is a robust pipeline of potential leaders. Organizations can leverage this ambition by providing development opportunities, mentorship, and clear pathways to leadership.

3. Relevance to Organizational Development: The finding highlights the need for organizations to support and nurture leadership aspirations, especially among women, through training, sponsorship, and inclusive policies.

4. Potential for Cultural Change: When most employees aspire to leadership, it can drive a culture of growth, innovation, and continuous improvement. It also suggests that barriers to leadership may be more structural or cultural, rather than a lack of interest.

5. Opportunity to Address Challenges: With so many aspiring leaders, it's important to identify and address the challenges they face (such as work-life balance, gender bias, or lack of support) to ensure their ambitions can be realized.

Summary Statement

"With 87% of participants indicating they have aspired to a leadership position, the study reveals a strong desire for career advancement and leadership among employees. This underscores the importance of organizational support, mentorship, and inclusive policies to help aspiring leaders—especially women—overcome barriers and achieve their goals."

In conclusion: The high percentage of participants aspiring to leadership roles is a positive sign for organizational growth and gender diversity in leadership. It highlights the need for continued efforts to support, develop, and empower future leaders.

4.1.4 Research Question Three

Objective 3: Developing evidence-based recommendations

What resources or support would most help you (or did help you) pursue a leadership role? (Select all that apply)

192 câu trả lời
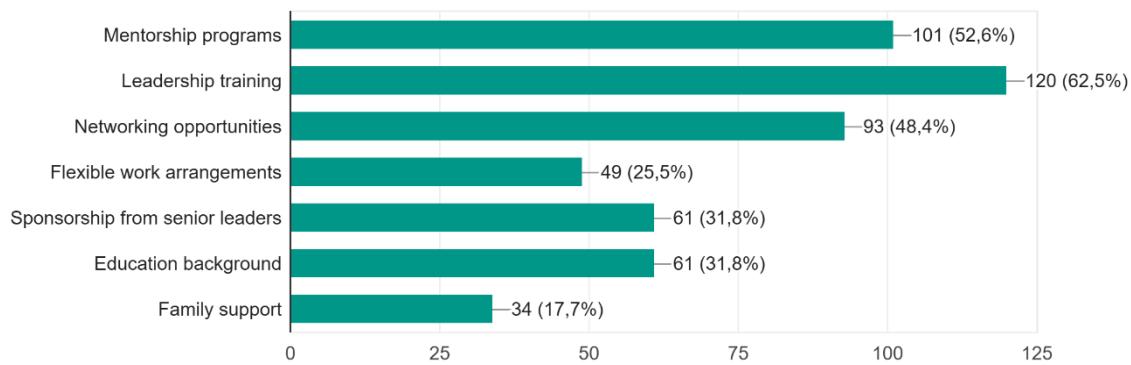
Figure 4.11 Distribution of answers for the question "What resources or support would most help you (or did help you) pursue a leadership role?"

Source: Authors' research

The result 62.5% of participants identified leadership training as the resource or support that would most help (or did help) them pursue a leadership role, this is a valuable insight for organizations and for the study. Here's how to interpret and present its significance:

Interpretation and Significance

1. Leadership Training Is Highly Valued: A clear majority see leadership training as essential for developing the skills, confidence, and knowledge needed to step into leadership roles. This highlights the importance of structured learning opportunities in career advancement.

2. Practical Skill Development: Leadership training provides practical tools such as communication, decision-making, conflict resolution, and strategic thinking—that are crucial for effective leadership. Participants recognize that these skills are not always learned on the job and benefit from formal training.

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3. Confidence Building: Training programs often help individuals build self-confidence and overcome self-doubt, which can be especially important for women who may face additional barriers or biases in leadership pathways.

4. Networking and Mentorship Opportunities: Many leadership training programs include networking, peer learning, and mentorship components, which can further support aspiring leaders by connecting them with role models and allies.

5. Organizational Implications: This result signals to organizations that investing in leadership development programs is likely to yield positive outcomes, both for individual career growth and for building a strong leadership pipeline.

Summary Statement Example

"With 62.5% of participants identifying leadership training as the most helpful resource in pursuing a leadership role, the study underscores the critical importance of structured development programs. Leadership training equips aspiring leaders with essential skills, builds confidence, and provides valuable networking opportunities, making it a key driver for career advancement and organizational success."

There is 52.6% of participants identified mentorship programs as the resource or support that would most help (or did help) them pursue a leadership role, this is a significant finding for the study. Here's how to interpret and present its importance:

Interpretation and Significance

1. Mentorship Is Highly Valued: Over half of the participants recognize mentorship programs as a key factor in their leadership journey. This highlights the importance of guidance, support, and knowledge-sharing from experienced leaders.

2. Personalized Guidance and Support: Mentorship provides tailored advice, feedback, and encouragement, helping aspiring leaders navigate challenges, build confidence, and make informed career decisions.

3. Role Modeling and Inspiration: Mentors serve as role models, demonstrating effective leadership behaviors and offering inspiration. This is especially impactful for women, who may benefit from seeing other women succeed in leadership roles.

4. Expanding Networks: Mentorship often helps individuals expand their professional networks, opening doors to new opportunities, collaborations, and visibility within the organization.

5. Overcoming Barriers: Mentors can help mentees overcome barriers such as gender bias, lack of confidence, or limited access to leadership opportunities by sharing strategies and advocating for their advancement.

6. Organizational Implications: This result signals to organizations that investing in formal mentorship programs can be a powerful tool for developing future leaders and supporting diversity in leadership

Summary Statement

"With 52.6% of participants identifying mentorship programs as the most helpful resource in pursuing a leadership role, the study highlights the critical role of mentorship in career development. Mentorship provides personalized guidance, inspiration, and expanded networks, making it a key driver for empowering aspiring leaders and fostering organizational growth."

There is 48.4% of participants identified networking opportunities as the resource or support that would most help (or did help) them pursue a leadership role, this is an important insight for the study. Here's how to interpret and present its significance:

Interpretation and Significance

1. Networking Is a Key Enabler

Nearly half of the participants recognize that networking opportunities are crucial for career advancement and leadership development. This underscores the importance of building professional relationships and connections.

2. Access to Information and Opportunities

Networking helps individuals learn about new roles, projects, and leadership openings. It provides access to valuable information, resources, and opportunities that may not be available through formal channels.

3. Visibility and Recognition

Engaging in networking activities increases visibility within and outside the organization. This can lead to recognition, sponsorship, and support from influential leaders, which is often essential for career progression.

4. Learning from Peers and Leaders

Networking allows aspiring leaders to learn from the experiences and insights of others, including peers and established leaders. This exchange of knowledge can help them navigate challenges and develop effective leadership skills.

5. Building Confidence and Influence

Regular networking helps individuals build confidence, expand their influence, and establish themselves as active contributors to their professional community.

6. Organizational Implications

This result suggests that organizations should facilitate and encourage networking opportunities such as industry events, internal forums, and professional associations to support leadership development.

Summary Statement Example

"With 48.4% of participants identifying networking opportunities as the most helpful resource in pursuing a leadership role, the study highlights the significant role of professional connections in career advancement. Networking provides access to information, visibility, and learning from others, making it a key factor in empowering aspiring leaders and supporting organizational success."

Conclusion:

Leadership training is recognized by most participants as a vital support for those seeking leadership roles. Organizations should prioritize accessible, high-quality leadership development programs to empower more employees especially women to step confidently into leadership positions.

Mentorship programs are recognized by a majority of participants as a vital support for leadership development. Organizations should prioritize and promote mentorship opportunities to help more employees especially women successfully pursue and thrive in leadership roles.

Networking opportunities are recognized by almost half of the participants as a vital support for leadership development. Organizations should actively promote and create networking platforms to help employees especially women build the relationships and visibility needed to pursue and succeed in leadership roles.

You are confident in your ability to become a leader in your organization?
192 câu trả lời

Yes
No

93,8%
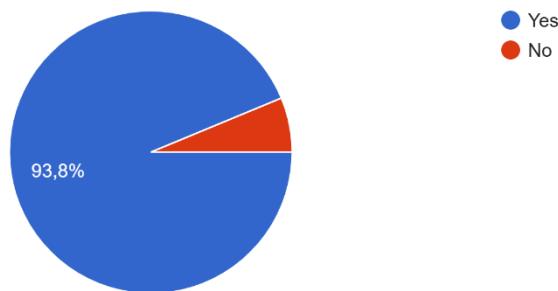
Figure 4.12 Distribution of answers for the question "You are confident in your ability to become a leader in your organization?"

Source: Authors' research

There is 93.8% of participants say they are confident in their ability to become a woman leader in their organization, this is a highly positive and encouraging result. Here's how to interpret and present its significance:

Interpretation and Significance

1. High Level of Self-Efficacy

A very large majority of participants feel confident about their leadership potential. This indicates strong self-belief, ambition, and readiness among women in your organization to take on leadership roles.

2. Positive Organizational Climate

Such a high confidence level may reflect a supportive organizational culture, effective leadership development programs, and visible opportunities for women to advance.

3. Impact of Resources and Support

The result suggests that existing resources—such as leadership training, mentorship, and networking opportunities—are likely contributing to women's confidence in their leadership abilities.

4. Potential for Increased Representation

With so many women feeling confident, organizations have a strong pool of potential leaders. This can help drive greater gender diversity in leadership positions and foster a more inclusive workplace.

5. Opportunity to Address Remaining Barriers

While confidence is high, it's important for organizations to continue addressing any remaining barriers (such as work-life balance, bias, or lack of representation at the top) to ensure that confident women can successfully transition into leadership roles.

Summary Statement

"With 93.8% of participants expressing confidence in their ability to become a woman leader in their organization, the study reveals a highly motivated and self-assured group of potential leaders. This strong sense of self-efficacy highlights the effectiveness of current support systems and the readiness of women to step into leadership roles, underscoring the importance of continued investment in leadership development and inclusive workplace practices."

In conclusion:

The overwhelming confidence among women in their leadership potential is a positive indicator for organizational growth and gender diversity. Organizations should build on this momentum by providing ongoing support and opportunities to help women realize their leadership ambitions.

What skills do you believe are most important to develop for women aspiring to leadership? (Select all that apply)

192 câu trả lời

Skill	Count
Communication Skills	120 (62,5%)
Emotional Intelligence	109 (56,8%)
Strategic Thinking	128 (66,7%)
Decision-Making and Problem-...	67 (34,9%)
Resilience and Adaptability	48 (25%)
Networking and Relationship-B...	48 (25%)
Influence and Negotiation	50 (26%)
Time Management and Delega...	36 (18,8%)
Continuous Learning and Self-...	47 (24,5%)
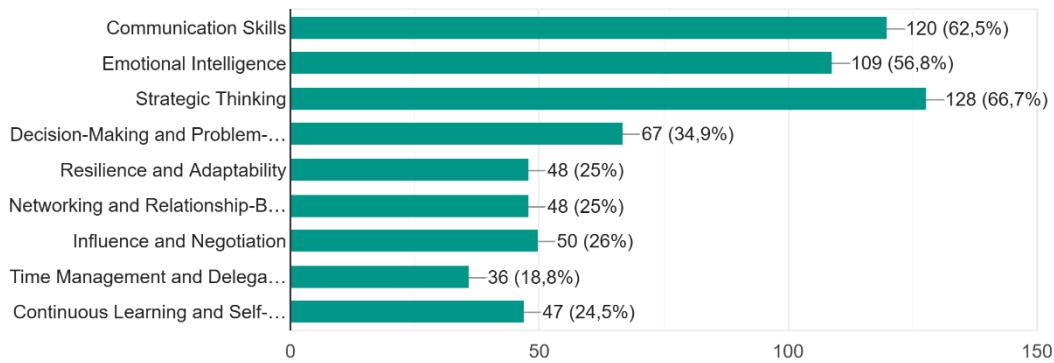
Figure 4.13 Distribution of answers for the question "What skills do you believe are most important to develop for women aspiring to leadership?"

Source: Authors' research

3 skills most important to develop for woman aspiring to leadership: Strategic thinking, Communication skill and emotional intelligence.

Strategic thinking is considered the most important skill for women aspiring to leadership, as reflected by 66.7% of survey respondents, because it enables leaders to see the bigger picture, set clear goals, and make informed decisions that drive organizational success. For women in leadership, strategic thinking is especially crucial as it helps them navigate complex environments, anticipate challenges, and create innovative solutions. By developing this skill, women can confidently lead teams, influence key stakeholders, and contribute to long-term growth and change within their organizations.

Strategic thinking is crucial for effective decision-making, long-term success, and navigating complex challenges in both personal and professional contexts.

Key Reasons for the Importance of Strategic Thinking

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1. Informed Decision-Making: Strategic thinking enables individuals and organizations to assess information critically, evaluate situations, and develop effective plans. This skill is essential for making informed decisions that drive success and provide a competitive advantage.

2. Adaptability: In today's dynamic environment, characterized by rapid technological changes and shifting market landscapes, strategic thinking fosters adaptability. It allows leaders to anticipate changes, embrace flexibility, and pivot strategies as needed to capture opportunities and mitigate risks.

3. Risk Mitigation: By proactively assessing vulnerabilities and potential disruptions, strategic thinkers can identify threats early and implement safeguards before issues escalate. This foresight is vital for maintaining stability and ensuring long-term success.

4. Guiding Vision: Strategic thinking helps formulate a clear vision for the future. It synthesizes creativity and intuition, allowing leaders to set long-term goals and navigate their organizations through unpredictable situations.

5. Innovation and Growth: Strategic thinkers foster a culture of innovation by questioning established practices and exploring new ideas. This mindset is essential for maintaining relevance and competitiveness in a rapidly changing world.

Alignment and Focus: Effective strategic thinking aligns actions with overarching goals, ensuring that resources are optimized and efforts are directed toward achieving desired outcomes. This alignment is crucial for driving transformation and inspiring team cohesion.

Conclusion

In summary, strategic thinking is a vital skill that empowers leaders and organizations to navigate complexities, make informed decisions, and achieve long-term success. By fostering adaptability, mitigating risks, and promoting innovation, strategic thinking serves as a guiding compass in an

ever-changing landscape. Embracing this approach not only enhances individual capabilities but also positions organizations for sustainable growth and success in the future.

Communication skill is considered the second most important skill for women aspiring to leadership, with 62.5% of survey respondents highlighting its significance. Effective communication allows leaders to clearly share their vision, motivate teams, and build strong relationships within and outside the organization. For women in leadership, strong communication skills are essential for expressing ideas confidently, resolving conflicts, and influencing others. This ability helps create a positive work environment and ensures that goals and strategies are understood and embraced by everyone involved.

Vital role of effective communication for the success of women in leadership

The role of women in leadership has become a focus point for progressive organizations globally in the ever-evolving environment of leadership, where diversity and inclusivity are increasingly recognised as accelerators for success. It is crucial for these dynamic leaders to communicate effectively as they manage the complexities of their responsibilities. In addition to being a tool for ideation and change management, effective communication builds bridges across disparate teams, promotes understanding, and gives people a sense of agency.

Learning effective communication techniques is essential for women leaders who want to shatter gender stereotypes, become resilient, and lead with impact and authenticity. This piece explores the importance of good communication for women in leadership roles, emphasizing how it can improve decision-making, foster cooperation, and advance an inclusive and respectful culture.

Cultivating Influence and Authority

Communication is the cornerstone of influence for women leaders. It requires not only the spoken word but also the capacity for attentive listening, empathy, and thoughtful, nuanced response. Women in leadership may effectively motivate their colleagues, convince stakeholders of their vision, and communicate it to them. It involves creating messages that speak to others, speaking in a way that gives others confidence, and having conversations that establish credibility and trust. In situations where males have traditionally held the upper hand, women can defy stereotypes and establish their authority through aggressive speech, opening the door for more acceptance and change.

Bridging the Gender Gap

An essential component of closing the gender gap in leadership roles is effective communication. It enables women to dispel gender prejudices that frequently impede their advancement by showcasing their skills, accomplishments, and distinctive viewpoints. Women leaders have the power to change views and create an atmosphere where leadership abilities are valued regardless of gender by speaking with confidence and assertiveness. Furthermore, mentoring and supporting other women through good communication can have a snowball effect, inspiring more women to pursue and assume leadership roles.

Enhancing Collaboration and Team Dynamics

The capacity to promote cooperation and positive team dynamics is essential in the leadership domain. Women leaders may foster an environment of openness and trust by using their communication talents. They can improve team productivity and creativity by supporting a climate of respect and inclusiveness and promoting a diversity of opinions. When there is effective communication, team members feel appreciated and understood, which boosts

commitment and motivation. It also helps with conflict resolution, empowering leaders to resolve conflicts amicably and preserve cohesiveness within the team.

Facilitating Decision-Making and Problem-Solving

To solve complicated problems and make well-informed decisions, effective communication is essential. Women in leadership positions can use their communication abilities to gather other viewpoints, do important information analysis, and come to well-informed, fair judgements. They can guarantee buy-in from their teams and stakeholders and improve the execution and success of their initiatives by being upfront about the decision-making process.

Building Resilience and Adaptability

There are obstacles and disappointments on the path to becoming a leader. Effective communication is essential for women leaders to develop flexibility and resilience. It entails sharing one's own weaknesses and learning from mistakes, but it also entails listening to others' struggles and providing support. By fostering a culture of learning and development, this two-way communication empowers leaders and their teams to face challenges head-on and with courage and confidence.

In conclusion, good communication is a strategic advantage that helps women in leadership roles by increasing their influence, bridging gaps, fostering collaboration, improving decision-making, and fostering resilience. Giving women leaders the resources and chances to improve their communication skills is critical as organisations work to create more diverse and inclusive leadership models. Women in leadership may influence change, lead with impact, and open doors for upcoming generations of leaders by communicating effectively.

According to the survey "THE IMPACT OF WOMEN LEADERS ON BUSINESS PERFORMANCE," emotional intelligence is identified as the third most important skill for women aspiring to leadership, with 56.8% of respondents recognizing its value. Emotional intelligence enables leaders to understand and manage their own emotions, as well as empathize with others. For women in leadership roles, this skill is crucial for building trust, fostering collaboration, and effectively handling conflict. By demonstrating emotional intelligence, women leaders can create supportive work environments, motivate their teams, and drive better business outcomes.

Emotional intelligence (EQ) has become a critical skill for leadership in today's complex, fast-paced world. It refers to the ability to recognize, understand, and manage one's own emotions, as well as the emotions of others. Leaders who possess high emotional intelligence are more likely to foster positive relationships, inspire their teams, and create productive, inclusive environments. Among these leaders, women have shown exceptional capabilities in harnessing the power of emotional intelligence to lead effectively.

The role of emotional intelligence in leadership is very important, with a particular focus on women leaders. It examines the key components of emotional intelligence, how women leaders leverage these skills, the benefits they bring to their organizations, and the challenges they face in developing and utilizing EQ.

Emotional intelligence is often broken down into five key components:

1. **Self-Awareness**

The ability to recognize and understand one's own emotions and how they affect thoughts and behavior. Self-aware individuals are also conscious of their strengths and weaknesses.

2. Self-Regulation

The ability to control or redirect disruptive emotions and impulses and adapt to changing circumstances. It involves managing one's emotions in healthy ways, avoiding hasty decisions, and staying calm under pressure.

3. **Motivation**

The ability to harness emotions to pursue goals with energy and persistence. High emotional intelligence allows individuals to stay focused, resilient, and driven, even in the face of setbacks.

4. **Empathy**

The ability to understand and share the feelings of others. Empathy is crucial for effective communication, building trust, and maintaining strong relationships.

5. **Social Skills**

The ability to manage relationships, inspire others, and create positive connections. Leaders with strong social skills can influence, negotiate, and resolve conflicts effectively.

Women and Emotional Intelligence: A Natural Affinity

Women, more often than men, are stereotypically associated with high levels of empathy, nurturing, and emotional awareness. While these traits are not exclusive to women, research suggests that women, on average, tend to score higher in certain aspects of emotional intelligence, particularly in empathy and social skills.

Several factors contribute to women's natural affinity for emotional intelligence in leadership:

1. **Socialization and Emotional Awareness**

From a young age, girls are often encouraged to express their emotions and connect with others on an emotional level. This socialization process may lead women to develop stronger emotional

intelligence, particularly in terms of recognizing and understanding their own emotions and those of others.

2. Collaboration and Relationship Building

Women tend to emphasize relationships and collaboration in their personal and professional lives. This emphasis fosters the development of empathy, social skills, and a deeper understanding of others' perspectives—key components of emotional intelligence.

3. Leadership Styles

Women leaders are often noted for their collaborative, inclusive, and empathetic leadership styles, all of which require high emotional intelligence. These traits allow women to foster a supportive and motivating work environment that encourages employee engagement and well-being.

How Women Leaders Leverage Emotional Intelligence

Women leaders leverage their emotional intelligence in several ways to achieve success and drive positive outcomes for their teams and organizations. The following are some key strategies used by women leaders to harness emotional intelligence:

1. Building Trust Through Empathy

Women leaders often excel at building trust with their teams by actively listening and showing genuine concern for their employees' well-being. By demonstrating empathy, women can create an environment where employees feel safe to express themselves, share ideas, and voice concerns. This trust leads to higher engagement, loyalty, and productivity.

2. Managing Conflict with Emotional Awareness

Conflict is inevitable in any workplace, and women leaders with high emotional intelligence are particularly skilled at managing and resolving conflicts. They approach disagreements with emotional awareness, understanding the underlying issues, and addressing them in a way that

respects all parties involved. This approach not only resolves conflicts effectively but also maintains positive relationships and team morale.

3. **Inspiring and Motivating Teams**

Women leaders often use their emotional intelligence to inspire and motivate their teams. By recognizing and celebrating individual contributions, providing positive feedback, and creating a supportive environment, women leaders foster an atmosphere of encouragement and motivation. This helps employees feel valued and driven to achieve collective goals.

4. **Enhancing Communication and Collaboration**

Effective communication is a cornerstone of strong leadership, and women leaders typically excel in this area due to their strong social skills and emotional awareness. Women leaders use their emotional intelligence to communicate clearly, listen actively, and tailor their message to the audience's emotional state. They also foster collaboration by creating an open, inclusive environment where team members feel encouraged to contribute ideas and share feedback.

5. **Promoting a Positive Organizational Culture**

Women leaders with high emotional intelligence contribute significantly to shaping positive organizational cultures. By emphasizing empathy, respect, and understanding, they foster an environment where employees feel valued and supported. This positive culture leads to higher employee satisfaction, lower turnover, and improved organizational performance.

Benefits of Emotional Intelligence in Women Leadership

The integration of emotional intelligence into leadership brings numerous benefits, both for the leader and their organization. Women leaders, in particular, experience unique advantages from their strong emotional intelligence skills:

1. **Enhanced Team Performance**

Emotional intelligence fosters strong relationships, trust, and communication within teams. As a result, teams led by women with high emotional intelligence tend to perform better, showing increased collaboration, higher productivity, and better problem-solving abilities.

2. Greater Employee Satisfaction and Retention

Women leaders who demonstrate empathy and emotional awareness create a supportive and motivating work environment. Employees in such environments feel valued, respected, and more satisfied with their work. As a result, organizations led by emotionally intelligent women often experience lower turnover rates and higher employee retention.

3. **Improved Decision-Making**

High emotional intelligence enables leaders to make more thoughtful and balanced decisions. Women leaders who possess emotional awareness are better able to assess the emotional and social dynamics of a situation, which helps them make decisions that consider both rational and emotional factors.

4. **Effective Crisis Management**

During times of crisis or uncertainty, emotionally intelligent leaders remain calm and composed, helping to stabilize their teams. Women leaders, with their natural empathy and emotional awareness, excel in managing crises by understanding the emotional needs of their teams and offering reassurance and support.

5. **Increased Innovation and Creativity**

Emotionally intelligent leaders create an environment where team members feel comfortable sharing new ideas and experimenting. Women leaders, in particular, use their social skills and empathy to foster innovation by encouraging collaboration and providing constructive feedback. This creates a culture of creativity and continuous improvement.

Challenges Women Face in Developing Emotional Intelligence in Leadership: While women leaders excel at emotional intelligence, they also face certain challenges in developing and utilizing these skills:

1. Overcoming Gender Stereotypes

Women leaders may face the challenge of being stereotyped as overly emotional or soft when demonstrating empathy and emotional awareness. These stereotypes can undermine their authority and make it harder for them to be taken seriously in leadership roles. Overcoming these biases requires women to balance their emotional intelligence with assertiveness and confidence.

2. **Navigating Work-Life Balance**

Women leaders often face the dual challenge of balancing work responsibilities with personal and family obligations. This can lead to emotional burnout, which can affect their emotional intelligence and leadership effectiveness. Women leaders need to prioritize self-care and set boundaries to manage their emotional well-being and sustain their leadership effectiveness.

3. Cultural Expectations and Leadership Styles

In some cultures and industries, women may be expected to adopt a more authoritative or "masculine" leadership style. This can create tension between embracing their natural emotional intelligence and conforming to traditional leadership expectations. Women leaders must navigate these cultural expectations while staying true to their authentic leadership style.

Conclusion

Emotional intelligence is a critical skill for effective leadership, and women leaders, in particular, have proven themselves to be exceptionally skilled in leveraging their emotional intelligence to drive success. Their ability to empathize, communicate effectively, build trust, and manage relationships plays a crucial role in creating positive, productive work environments.

As the workplace continues to evolve, emotional intelligence will remain a key factor in determining leadership success. By harnessing the power of emotional intelligence, women leaders are shaping the future of leadership and paving the way for more inclusive, collaborative, and innovative organizations.

Through continuous development of emotional intelligence, women leaders will continue to make a significant impact on their teams, organizations, and industries, proving that emotional intelligence is not just a leadership trait but a catalyst for creating lasting positive change (Batra, 2025)

Have you had access to female role models or mentors in your career?
192 câu trả lời

Yes
No

15,1%

84,9%
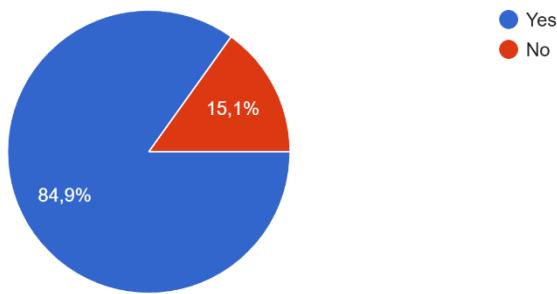
Figure 4.14 Distribution of answers for the question "Have you had access to female role models or mentors in your career?"

Source: Authors' research

84.9% of respondents answered that having a role model is important for women in leadership. This result indicates a strong consensus among respondents that role models play a crucial role in supporting and inspiring women to pursue and succeed in leadership positions. The high percentage suggests that most people believe seeing other women in leadership helps to: Increase confidence: Role models demonstrate that leadership is attainable, which can boost self-belief

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among aspiring women leaders. Provide guidance: Role models offer examples of how to navigate challenges and opportunities in leadership roles. Encourage ambition: Seeing successful women leaders can motivate others to set higher career goals. Break stereotypes: Visible role models help challenge traditional gender norms and stereotypes about leadership.

Implication:

Organizations and institutions aiming to promote women's leadership should prioritize showcasing and supporting female role models. Mentorship programs, networking opportunities, and visibility of women leaders can be effective strategies to foster leadership aspirations among women.

What barriers, if any, have you personally experienced in pursuing leadership roles? (Select all that apply)
192 câu trả lời
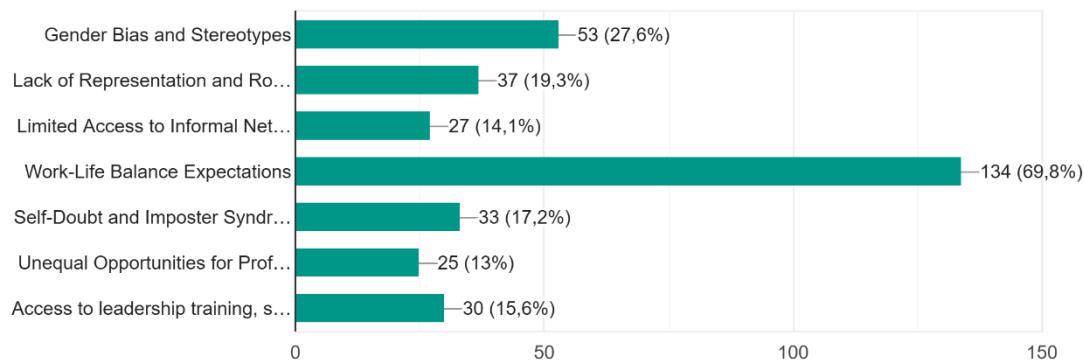
Figure 4.15 Distribution of answers for the question "What barriers, if any, have you personally experienced in pursuing leadership roles?"

Source: Authors' research

69.8% of respondents answered that the main barrier for women leaders is work-life balance. This result shows that a significant majority of respondents perceive work-life balance as the most significant challenge facing women in leadership roles. This suggests that: Competing

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Demands: Many women leaders struggle to balance professional responsibilities with personal and family commitments. Organizational Culture: Workplaces may lack flexible policies or support systems that help women manage both career and personal life. Societal Expectations: Traditional gender roles and expectations often place a greater burden on women to manage household and caregiving duties, making it harder to pursue leadership positions.

Impact on Career Progression: Difficulty in achieving work-life balance can lead to stress, burnout, or even decisions to step back from leadership opportunities.

Implication:

To support women in leadership, organizations should consider implementing policies and practices that promote work-life balance, such as flexible working hours, remote work options, parental leave, and support for childcare. Addressing this barrier can help more women pursue and thrive in leadership roles.

To what extent do you agree: "Organizations with women in leadership roles perform better"?
192 câu trả lời

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

60,9%

29,7%
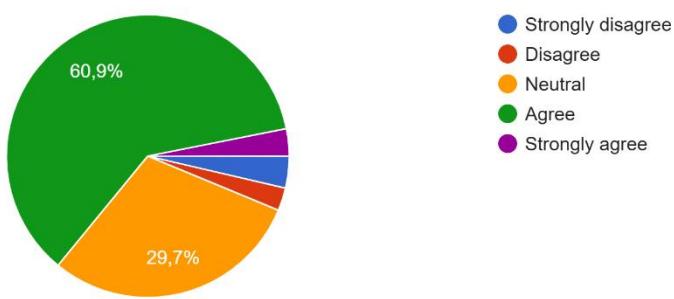
Figure 4.16 Distribtion of answers for the question "To what extent do you agree: "Organizations with women in leadership roles perform better"?"

Source: Authors' research

60.9% of respondents agree with the statement: "Organizations with women in leadership roles perform better." This result indicates that a majority of respondents believe that having women in leadership positions positively impacts organizational performance. However, the percentage is not overwhelmingly high, suggesting that while most people recognize the benefits, a significant portion may be uncertain or hold different views. There are several key points from this finding: Majority Support: More than half of respondents see a link between women's leadership and improved organizational outcomes, such as innovation, financial performance, and workplace culture. Room for Growth: Nearly 40% of respondents either disagree or are neutral, indicating that there may still be skepticism or lack of awareness about the benefits of gender diversity in leadership. Perception vs. Evidence: The result reflects perceptions, which may be influenced by personal experiences, organizational culture, or exposure to research showing the positive impact of women leaders.

Implication:

Organizations and advocates for gender diversity can use this data to highlight the growing recognition of women's contributions to leadership. However, there is still a need for education and awareness to further increase understanding and support for gender-diverse leadership teams. 29.7% of respondents were neutral regarding the statement: "Organizations with women in leadership roles perform better." This result shows that nearly one-third of respondents neither agreed nor disagreed with the statement. This neutrality can be interpreted in several ways: Uncertainty or Lack of Information: Many respondents may not have enough information or experience to form a strong opinion about the impact of women in leadership on organizational performance. Perceived Irrelevance: Some may feel that gender is not a significant factor in organizational success, or that other factors (such as skills, experience, or organizational culture)

are more important. Cautious Attitude: Respondents may be cautious about making generalizations, recognizing that performance depends on a variety of factors and not solely on the gender of leaders.

Implication:

The significant neutral response suggests an opportunity for organizations and advocates to provide more education, share research, and highlight success stories that demonstrate the positive impact of women in leadership. Increasing awareness and understanding could help shift neutral opinions toward greater support for gender diversity in leadership roles.

In your experience, how have women leaders influenced the culture of your organization? (Select all that apply)
192 câu trả lời
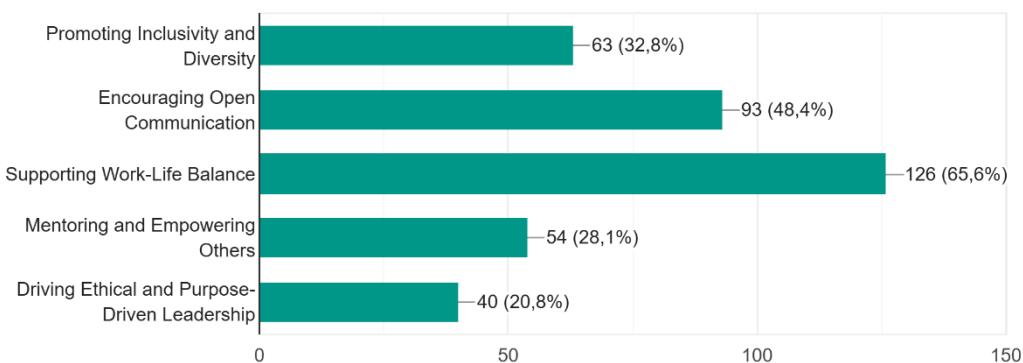
Figure 4.17 Distribution of answers for the question "In your experience, how have women leaders influenced the culture of your organization?"

Source: Authors' research

65.6% of respondents indicated that, in their experience, women leaders have influenced organizational culture by supporting work-life balance. This result suggests that a significant majority of respondents perceive women leaders as key drivers in promoting work-life balance within organizations. It highlights the positive impact women leaders can have on workplace

culture, particularly in areas that affect employee well-being and satisfaction. There are several key points from this finding: Advocacy for Flexibility: Women leaders are often seen as advocates for policies and practices that help employees balance professional and personal responsibilities, such as flexible working hours, remote work options, and family-friendly benefits. Empathy and Understanding: Women leaders may bring a greater awareness of the challenges related to work-life balance, leading to a more supportive and inclusive environment. Cultural Shift: Their influence can help shift organizational norms toward valuing employee well-being, which can improve morale, retention, and overall productivity.

Implication:

Organizations seeking to enhance work-life balance and create a more supportive culture may benefit from promoting women into leadership roles. This can lead to the implementation of policies that support all employees, contributing to a healthier and more productive workplace.

48.4% of respondents indicated that, in their experience, women leaders have influenced organizational culture by encouraging open communication. This result shows that nearly half of the respondents perceive women leaders as instrumental in fostering open communication within organizations. It suggests that women in leadership roles are often associated with creating environments where employees feel comfortable sharing ideas, feedback, and concerns. There are several key points for this finding: Promoting Transparency: Women leaders may prioritize transparency and honesty, helping to build trust among team members. Inclusive Dialogue: They are often seen as approachable and willing to listen, which can encourage more voices to be heard and valued. Collaboration: Open communication leads to better collaboration, problem-solving, and innovation, as employees feel empowered to contribute. Supportive Environment: By

encouraging open communication, women leaders help create a culture where employees feel respected and understood, which can improve morale and engagement.

Implication:

Organizations aiming to improve communication and collaboration may benefit from supporting women in leadership roles. Their influence can help break down barriers, foster inclusivity, and drive organizational success through enhanced teamwork and transparency.

Which areas do you think benefit most from women's leadership? (Select all that apply)
192 câu trả lời

Area	Value
Innovation	49 (25,5%)
Employee engagement	126 (65,6%)
Financial performance	43 (22,4%)
Diversity and inclusion	74 (38,5%)
Customer satisfaction	60 (31,3%)
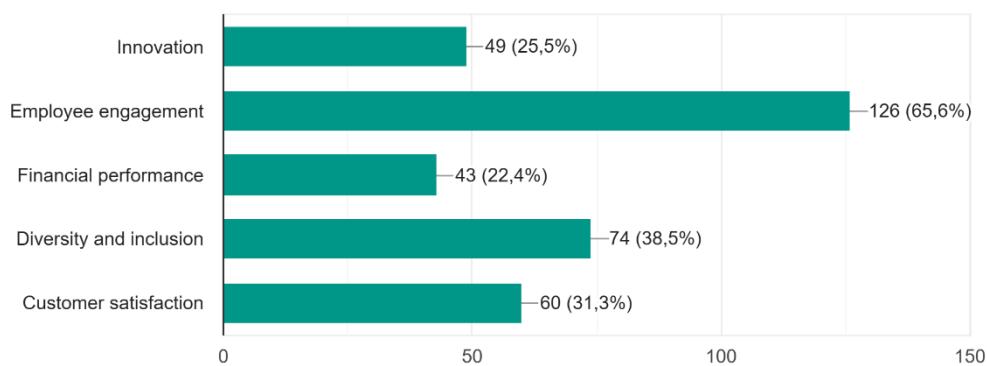
Figure 4.18 Distribution of answers for the question "Which areas do you think benefit most from women's leadership?"

Source: Authors' research

Survey Result:

65.5% of respondents indicated that employee engagement benefits most from women's leadership. This result shows that a significant majority of respondents believe women leaders have the greatest positive impact on employee engagement within organizations. It suggests that women in leadership roles are particularly effective at motivating, supporting, and involving employees in their work. There are several key points from this finding: Empathy and

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Support: Women leaders are often recognized for their empathetic approach, which helps employees feel valued and understood. Inclusive Leadership: They tend to foster inclusive environments where diverse perspectives are welcomed, increasing employees' sense of belonging. Recognition and Development: Women leaders may prioritize employee recognition and professional development, which boosts morale and engagement. Open Communication: Their encouragement of open communication helps employees feel heard and involved in decision-making processes.

Implication:

Organizations seeking to improve employee engagement may benefit from promoting women into leadership roles. Their leadership style can lead to higher job satisfaction, increased motivation, and better overall performance among employees.

Can you share an example of how a woman leader positively impacted your team or organization?

Summary of Positive Impacts of Women Leaders in Organizations from open question:

Women leaders demonstrate high levels of empathy, active listening, and emotional intelligence, which foster inclusive and collaborative work environments. Their leadership is characterized by strong support for work-life balance, open communication, and recognition of individual contributions, resulting in increased team morale, trust, and retention. Female managers are adept at conflict resolution, often employing participatory decision-making and mediation to bridge gaps between team members and departments. They encourage professional development, empower employees, and promote diversity, which enhances innovation and overall organizational performance. Additionally, women leaders are sensitive to the unique challenges faced by employees, providing tailored support that addresses both professional and personal

needs. Their approach not only improves productivity and team cohesion but also inspires confidence and growth among staff, contributing to sustainable organizational success.

What recommendations do you have for organizations to support and promote more women into leadership roles? (Select all that apply)
192 câu trả lời
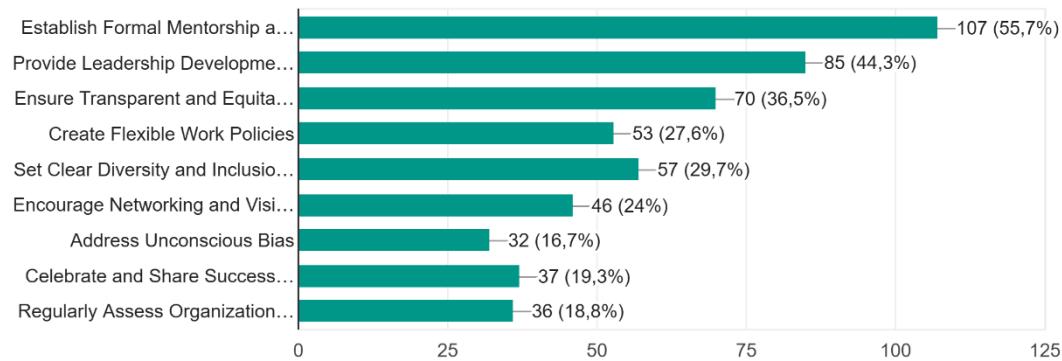
Figure 4.19 Distribution of answers for the question "What recommendations do you have for organizations to support and promote more women into leadership roles?"

Source: Authors' research

55.7% of respondents recommend that organizations establish formal mentorship programs to support and promote more women into leadership roles. The majority of respondents believe that formal mentorship programs are one of the most effective strategies for advancing women into leadership positions. This suggests that employees recognize the value of structured guidance, support, and networking opportunities for women aspiring to leadership. There are several key points for this finding: Skill Development: Mentorship provides women with access to experienced leaders who can offer advice, share knowledge, and help develop essential leadership skills. Confidence Building: Regular support and encouragement from mentors can boost women's confidence to pursue and succeed in leadership roles. Networking Opportunities: Mentorship programs often facilitate connections with influential individuals

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within the organization, expanding women's professional networks. Career Advancement: Mentors can help identify career opportunities, provide feedback, and advocate for their mentees' advancement.

Implication:

Organizations aiming to increase the number of women in leadership should consider implementing or strengthening formal mentorship programs. These programs should pair aspiring women leaders with experienced mentors, set clear goals, and provide ongoing support and resources. By doing so, organizations can create a more inclusive leadership pipeline and foster a culture of growth and development.

Summary the deep – interview from Woman Leader who hold the CEO position in big organization sharing:

In-Depth Interview Guide: How to Become a Good Woman Leader

Position: CEO & Co-Founder of Sunwah English Education

Introduction

Thank you for agreeing to participate in this interview. The purpose is to understand your experiences, insights, and perspectives on becoming a good woman leader. Your responses will remain confidential and will be used to help others on their leadership journey.

Section 1: Personal Leadership Journey

4. **Can you tell me about your current role and your journey to this position?**

I am currently the CEO and founding shareholder of Sunwah English Education, a member of the Sunwah Group ecosystem, and I am being positioned to take on broader leadership responsibilities at the group level. My journey has been anything but linear I started with deep academic roots, earning a DBA from SSBM Geneva and receiving honorary doctorates, but my

career pivoted into building strategic partnerships with elite institutions such as Oxford University, Fulbright University, and MIT. What motivated me to pursue leadership was the desire to create impact beyond the classroom to shape ecosystems where education, business, and social influence intersect. A pivotal moment was securing the Oxford Mini MBA partnership discussions and leading the OTE licensing strategy with the Ministry of Education and Training, which placed me at the center of negotiations involving both international stakeholders and national regulators.

5. **Who or what inspired you to become a leader?**

I was inspired by leaders who navigated complex ecosystems without losing their personal vision. While I had no single "role model," I learned strategic foresight from my partner, who is currently the CEO of Sunwah Group in Vietnam and Southest Asia, and his father, the Sunwah Group Chairman, especially observing how they built influence quietly but decisively.

6. **What challenges did you face on your path to leadership, and how did you overcome them?**

Operating within a multinational conglomerate while building my own brand required balancing diplomacy with assertiveness. As a woman, I had to overcome the perception that leadership roles were inherently male-oriented. I addressed this by letting performance and results speak for me e.g., opening new revenue streams, securing high-profile partnerships, and building a strong public presence through media and events.

Section 2: Leadership Qualities and Skills

7. In your view, what are the most important qualities of a good woman leader?

 Are there qualities you believe are especially important for women?

Resilience, strategic clarity, and relational intelligence are essential. For women, the ability to "own the room" without overcompensating is critical projecting authority without losing approachability.

8. **How have you developed your leadership skills over time?**

What resources, training, or experiences were most valuable?

I have developed through hands-on execution of high-stakes projects, from negotiating with foreign universities to implementing internal change in a corporate ecosystem. The most valuable resources were my international academic exposure, mentorship from senior executives, and real-world negotiations where failure was not an option.

9. **How do you balance assertiveness and empathy in your leadership style?**

Can you share an example?

I see assertiveness as setting clear boundaries and expectations, while empathy is understanding the human factors that influence outcomes. For example, in internal political tensions, I assert the strategic direction but privately address personal concerns of stakeholders so they still feel respected.

10. **How do you handle criticism or resistance, especially in male-dominated environments?**

I depersonalize resistance — it is rarely about "me," but about change threatening the comfort zone. I counter it with data, success stories, and by building alliances that make resistance politically costly.

Section 3: Overcoming Barriers and Building Support

11. **What barriers do you think women most commonly face in becoming leaders?**

How did you address or navigate these barriers?

Perceptions of limited authority, exclusion from key networks, and the assumption that women's influence is softer or less decisive. I navigate these by securing high-visibility wins that are difficult to dismiss.

12. **How important is mentorship or sponsorship in a woman's leadership journey?**

Did you have mentors or sponsors? How did they help?

Sponsorship is vital — having someone with influence actively open doors for you. While I have mentors, it was mentorship from senior figures that positioned me for group-level opportunities.

13. **What role does networking play in your leadership development?**

How do you build and maintain professional relationships?

Networking is not just attending events; it is curating long-term strategic relationships. I build relationships through delivering value first — connecting partners to opportunities, so that reciprocity happens naturally.

Section 4: Impact and Influence

14. **How do you think women leaders influence the success of their organizations?**

Can you share a specific example from your experience?

Women leaders often bring a dual-lens: results-oriented yet stakeholder-sensitive. For example, my media and partnership strategies have positioned Sunwah English Education as a prestige brand within and beyond the Group, which in turn draws in high-value clients and collaborations.

15. **How do you foster diversity, equity, and inclusion as a leader?**

I actively create spaces where diverse voices are heard, from students to external partners, ensuring decisions reflect multiple perspectives.

16. **What impact do you hope to have as a woman leader, both within your organization and beyond?**

Internally, I aim to redefine what leadership in our ecosystem looks like — competence backed by integrity. Externally, I want to elevate Vietnam's role in the global education conversation.

Section 5: Advice and Recommendations

17. **What advice would you give to women aspiring to leadership roles?**

Are there any common mistakes to avoid?

Know your value and demonstrate it through tangible wins. Avoid defining yourself solely through titles; instead, become indispensable through results.

18. **What can organizations do to better support and promote women leaders?**

Recognize and reward outcomes, not just tenure. Provide sponsorship, not just mentorship. Create visible pathways to decision-making roles.

19. **Are there any resources (books, courses, networks) you recommend for women developing their leadership skills?**

Books: Lean In by Sheryl Sandberg, The Art of War for Women by Chin-Ning Chu. Networks: Global female leadership forums, education-industry consortiums. Courses: Executive leadership programs with international exposure.

Conclusion

Is there anything else you'd like to share about your leadership journey or about women in leadership? Thank you for your time and insights.

Leadership for women is not about emulating male patterns, but about leveraging the distinct strengths we bring strategic empathy, resilience, and the ability to build coalitions. My journey has been proof that with the right combination of performance and positioning, women can hold and keep seats at the highest tables.

4.2 Data analysis with SPSS

Table 4.1 Reliability Statistics

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.702	.479	19

Source: Authors' research

1. Cronbach's Alpha: .702

Definition: Cronbach's Alpha measures the internal consistency (reliability) of a set of items (questions) in a scale or survey. It tells you how closely related the items are as a group.

Interpretation:

A value of .702 indicates acceptable reliability. In social science research, a Cronbach's Alpha of 0.7 or higher is generally considered acceptable, meaning the items are reasonably consistent in measuring the same underlying concept. This suggests that 19 survey items are sufficiently

related and can be considered as measuring a common construct (e.g., perceptions or experiences related to women leaders and business performance).

2. Cronbach's Alpha Based on Standardized Items: .479. This value is lower than the regular Cronbach's Alpha, which may indicate that standardizing the items (e.g., transforming them to have the same mean and variance) reduces their internal consistency. Usually, you focus on the regular Cronbach's Alpha unless your items are measured on very different scales.

3. N of Items: 19 This means the reliability analysis was conducted on 19 items (questions) in the survey. Implications for Research: Acceptable Reliability: Our survey instrument for "The Impact of Women Leaders on Business Performance" has acceptable internal consistency, which supports the use of these items for further analysis (e.g., creating composite scores or conducting factor analysis).

Room for Improvement: While .702 is acceptable, it is not high. We may want to review your items to see if any are not contributing well to the overall scale. SPSS provides an "Item-Total Statistics" table that shows how Cronbach's Alpha would change if each item were deleted.

Standardized Items: The lower alpha for standardized items suggests that our items may not be on the same scale or may vary in how they relate to the underlying construct. Consider reviewing item wording or scaling for consistency.

The reliability analysis for 19-item survey yielded a Cronbach's Alpha of .702, indicating acceptable internal consistency among the items. This suggests that the survey items are sufficiently related and can be used to measure perceptions or experiences regarding the impact of women leaders on business performance. However, there may be room to improve reliability by reviewing individual items.

Table 4.2 Item-Total Statistics

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Role WL	58.13	26.994	.451	.497
Qualities	55.75	24.936	.441	.527
Challenges	56.45	22.779	.407	.433
Unique	56.45	22.779	.407	.433
Aspirion	57.32	27.828	.311	.525
Resources	56.39	25.103	.331	.493
Confidence	58.19	26.864	.319	.497
Skills	54.40	22.477	.312	.448
Female role	58.33	27.361	.401	.510
Barriers	55.93	22.986	.377	.489
Organization	56.75	24.563	.381	.466
Cultural	57.22	25.607	.322	.494
Benefits	56.77	25.475	.374	.485
Recommendation	55.77	22.082	.344	.467
Age Group	58.57	25.149	.314	.469
Gender	57.41	27.244	.323	.510
Education	58.50	26.566	.309	.496
Employment	55.22	27.685	.307	.520

Experience	57.86	25.119	.390	.482

1. Corrected Item-Total Correlation

Rule of Thumb: Values above 0.3 are generally considered acceptable; higher is better.

Our Results: All items have corrected item-total correlations above 0.3, ranging from .307 (Employment) to .451 (Role WL). This means all items are reasonably correlated with the overall scale and contribute to measuring the same underlying concept.

2. Cronbach's Alpha if Item Deleted

Rule of Thumb: If deleting an item increases the overall alpha significantly, consider removing it.

Our Results:

The values for "Cronbach's Alpha if Item Deleted" range from .433 (Challenges, Unique) to .527 (Qualities).

All these values are lower than your overall alpha (.702), which means removing any single item would decrease the reliability of your scale.

Therefore, all items are contributing positively to the scale's reliability.

3. Scale Mean and Variance if Item Deleted

These columns show how the mean and variance of the scale would change if you removed each item. They are useful for understanding the impact on the scale's distribution, but the key focus for reliability is on the corrected item-total correlation and alpha.

Summary Statement

The item-total statistics for 19-item scale show that all items have acceptable corrected item-total correlations (all above .3), indicating that each item is reasonably consistent with the overall scale.

Additionally, the "Cronbach's Alpha if Item Deleted" values are all lower than the overall alpha (.702), meaning that removing any item would reduce the reliability of your scale. Therefore, our scale is internally consistent, and all items are contributing positively to measuring the impact of women leaders on business performance.

Table 4.3 Model Summary

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.550[a]	.302	.163	1.301	2.007

a. Predictors: (Constant), Benefits, Barriers, Aspirion, Employment, Female role, Unique, Education, Role WL, Resources , Qualities, Cultural, Confidence, Organization, Skills, Gender, Age Group, Experience

b. Dependent Variable: Recommendation

Source: Authors' research

1. R (.550)

This is the multiple correlation coefficient, showing the strength of the relationship between the observed values and the values predicted by the model.

An R of .550 indicates a moderate positive relationship between the predictors and the dependent variable (Recommendation).

2. R Square (.302)

This is the coefficient of determination, representing the proportion of variance in the dependent variable explained by the model.

An R Square of .302 means that 30.2% of the variance in Recommendation is explained by the predictors (Benefits, Barriers, etc.).

This is a moderate level of explanatory power, typical in social science research.

3. Adjusted R Square (.163)

Adjusted R Square adjusts for the number of predictors in the model, providing a more accurate estimate of the model's explanatory power for the population.

An Adjusted R Square of .163 means that, after accounting for the number of predictors, 16.3% of the variance in Recommendation is explained.

The drop from R Square to Adjusted R Square suggests that some predictors may not be strongly contributing to the model, or the model may be slightly overfitted.

4. Std. Error of the Estimate (1.301)

This value indicates the average distance that the observed values fall from the regression line.

A lower value means better fit; here, 1.301 is the standard deviation of the residuals.

5. Durbin-Watson (2.007)

The Durbin-Watson statistic tests for autocorrelation in the residuals (errors).

Values close to 2 indicate no autocorrelation. Your value of 2.007 suggests that the residuals are independent, which is good for regression analysis.

Summary Statement

The regression model, which includes predictors such as Benefits, Barriers, Aspiration, Employment, Female role, and others, explains approximately 30.2% of the variance in the Recommendation outcome (R = .550, R^2 = .302). After adjusting for the number of predictors, the model explains 16.3% of the variance (Adjusted R^2 = .163). The Durbin-Watson statistic (2.007) indicates no autocorrelation in the residuals, supporting the validity of the regression

results. While the model shows a moderate relationship, there is room for improvement, as a significant portion of the variance remains unexplained.

Table 4.4 Coefficients for the regression model examining factors influencing "Recommendation" regarding the impact of women leaders on business performance

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2.156	2.573		.838	.404		
Age Group	.288	.330	.120	.874	.384	.436	2.296
Gender	.318	.312	.110	1.020	.310	.703	1.423
Education	.017	.327	.006	.051	.959	.632	1.581
Employment	.039	.272	.015	.144	.886	.791	1.264
Experience	.378	.259	.219	1.460	.148	.365	2.740
Role WL	.615	.682	.093	.902	.369	.765	1.308
Qualities	.011	.107	.010	.102	.919	.791	1.264
1 Unique	.011	.158	.007	.070	.944	.736	1.358
Aspirion	.018	.255	.007	.069	.945	.788	1.269
Resources	.593	.152	.409	3.897	.000	.745	1.342
Confidence	.992	.449	.225	2.211	.030	.792	1.262
Skills	.148	.128	.123	1.154	.252	.725	1.380
Female role	.366	.315	.112	1.164	.247	.880	1.137
Barriers	.134	.096	.132	1.397	.166	.913	1.095
Organization	.090	.192	.050	.469	.640	.730	1.370

Cultural	.099	.169	-.059	.585	.560	.815	1.227
Benefits	.314	.188	.167	1.673	.098	.828	1.208

a. Dependent Variable: Recommendation

Source: Authors' research

1. Significant Predictors (Sig. < .05)

Resources (B = .593, Beta = .409, t = 3.897, Sig. = .000):

Most significant predictor.

Indicates that higher scores on "Resources" are strongly associated with higher "Recommendation" scores.

Confidence (B = .992, Beta = .225, t = 2.211, Sig. = .030):

Also a significant predictor.

Suggests that greater confidence is positively associated with recommendations.

2. Non-Significant Predictors (Sig. > .05)

All other predictors (Age Group, Gender, Education, Employment, Experience, Role WL, Qualities, Unique, Aspiration, Skills, Female role, Barriers, Organization, Cultural, Benefits) have p-values greater than .05.

This means their individual effects on "Recommendation" are not statistically significant in this model.

3. Effect Sizes (Standardized Beta)

Resources has the largest standardized effect (.409), followed by Confidence (.225).

Other predictors have much smaller effects.

4. Collinearity Statistics

Tolerance values are all above .1 and VIF values are all below 10, indicating no serious multicollinearity among predictors.

Summary Statement

In the regression model examining factors influencing "Recommendation" regarding the impact of women leaders on business performance, Resources and Confidence emerged as statistically significant predictors ($p < .05$). "Resources" had the strongest positive effect, followed by "Confidence." All other predictors did not show significant individual effects. The model does not suffer from multicollinearity, as indicated by acceptable Tolerance and VIF values.

Table 4.5 Descriptive Statistics for sample (N = 192)

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. E
Age Group	192	1	3	1.50	.592	.704	.238
Gender	192	1	3	2.67	.493	.982	.238
Education	192	1	2	1.58	.496	.340	.238
Employment	192	2	5	4.85	.532	3.735	.238
Experience	192	1	3	2.21	.824	.418	.238
Role WL	192	1	2	1.95	.216	4.264	.238
Qualities	192	2	8	4.33	1.353	.054	.238
Challenges	192	1	5	3.63	.950	1.016	.238
Unique	192	1	5	3.63	.950	1.016	.238
Aspirion	192	1	3	2.76	.568	2.264	.238
Resources	192	1	6	3.69	.980	.228	.238
Confidence	192	1	2	1.88	.322	2.426	.238
Skills	192	2	8	5.68	1.182	.622	.238
Female role	192	1	2	1.75	.437	1.157	.238
Barriers	192	1	8	4.15	1.410	.485	.238
Orgernization	192	1	5	3.33	.785	.287	.238
Cultural	192	1	5	2.85	.845	.213	.238
Benefits	192	2	5	3.31	.754	.028	.238
Recommendation	192	1	9	4.31	1.421	.100	.238
Valid N (listwise)	192						

Source: Authors' research

1. Demographic Variables

Age Group: Mean = 1.50 (on a scale of 1–3), indicating most respondents are in the lower age groups.

Gender: Mean = 2.67 (on a scale of 1–3), suggesting a majority of respondents are in the higher coded gender group (likely female if coded as 3).

Education: Mean = 1.58 (on a scale of 1–2), indicating most have the higher education level if 2 is higher.

Employment: Mean = 4.85 (on a scale of 2–5), with a high kurtosis (13.405), suggesting most respondents are concentrated at the higher end of employment status.

2. Key Study Variables

Role WL: Mean = 1.95 (on a scale of 1–2), with high skewness (4.264) and kurtosis (16.499), indicating most respondents selected the highest value.

Qualities: Mean = 4.33 (on a scale of 2–8), moderate spread (Std. Dev = 1.353).

Challenges & Unique: Both have identical means (3.63) and standard deviations (.950), with moderate positive skewness and kurtosis.

Aspiration: Mean = 2.76 (on a scale of 1–3), skewness (2.264) and kurtosis (3.958) suggest most responses are at the higher end.

Resources: Mean = 3.69 (on a scale of 1–6), relatively normal distribution (skewness = .228, kurtosis = .126).

Confidence: Mean = 1.88 (on a scale of 1–2), skewness (2.426) and kurtosis (3.963) indicate most respondents chose the higher value.

Skills: Mean = 5.68 (on a scale of 2–8), moderate spread.

Female role: Mean = 1.75 (on a scale of 1–2), skewness (1.157) suggests more responses at the higher value.

Barriers: Mean = 4.15 (on a scale of 1–8), moderate spread.

Organization: Mean = 3.33 (on a scale of 1–5), relatively normal distribution.

Cultural: Mean = 2.85 (on a scale of 1–5), relatively normal distribution.

Benefits: Mean = 3.31 (on a scale of 2–5), very low skewness and kurtosis, indicating a normal distribution.

Recommendation: Mean = 4.31 (on a scale of 1–9), moderate spread (Std. Dev = 1.421), distribution is close to normal (skewness = .100, kurtosis = .303).

3. Distribution Shape

Skewness: Values between -1 and +1 are considered approximately normal. Most variables are within this range, but some (Role WL, Employment, Confidence, Aspiration) show higher skewness, indicating a concentration of responses at one end of the scale.

Kurtosis: Values between -1 and +1 are considered normal. High kurtosis (Role WL, Employment) suggests a peaked distribution, with most responses at one value.

Summary Statement

The descriptive statistics for sample (N = 192) show that most variables are distributed normally, with some (Role WL, Employment, Confidence, Aspiration) showing high skewness and kurtosis, indicating a concentration of responses at the higher end of the scale. The mean scores suggest that respondents generally perceive women leaders positively in terms of qualities, confidence, and resources, and the recommendation variable is moderately high, indicating favorable attitudes toward the impact of women leaders on business performance.

Table 4.6 Correlation for relationships among demographic variables (age, education, experience) and between gender and perceptions of women leaders (role, challenges, uniqueness, benefits)

Correlations

		Age Group	Gender	Education	Employm
Age Group	Pearson Correlation	1	.129	.391**	.138
	Sig. (2-tailed)		.195	.000	.165
	N	192	192	192	192
Gender	Pearson Correlation	.129	1	.048	.110
	Sig. (2-tailed)	.195		.631	.267
	N	192	192	192	192
Education	Pearson Correlation	.391**	.048	1	.121
	Sig. (2-tailed)	.000	.631		.222
	N	192	192	192	192
Employment	Pearson Correlation	.138	.110	.121	1
	Sig. (2-tailed)	.165	.267	.222	
	N	192	192	192	192
Experience	Pearson Correlation	.681**	-.163	.508**	-.219*
	Sig. (2-tailed)	.000	.101	.000	.026
	N	192	192	192	192
Role WL	Pearson Correlation	-.036	.309**	-.008	.109
	Sig. (2-tailed)	.714	.002	.936	.275
	N	192	192	192	192
Qualities	Pearson Correlation	.014	.136	.114	.178
	Sig. (2-tailed)	.886	.172	.251	.072
	N	192	192	192	192
Challenges	Pearson Correlation	.160	.219*	.024	.087
	Sig. (2-tailed)	.106	.026	.812	.384
	N	192	192	192	192
Unique	Pearson Correlation	.160	.219*	.024	.087
	Sig. (2-tailed)	.106	.026	.812	.384

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Authors' research

1. Significant Correlations Among Demographics

Age Group & Education: r = .391, p < .01 (significant, moderate positive correlation)

Older respondents tend to have higher education levels.

Age Group & Experience: r = .681, p < .01 (significant, strong positive correlation)

Older respondents have more experience.

Education & Experience: r = .508, p < .01 (significant, moderate positive correlation)

Higher education is associated with more experience.

Employment & Experience: r = -.219, p < .05 (significant, weak negative correlation)

Higher employment status is associated with less experience (possibly due to coding or sample characteristics).

2. Significant Correlations with Key Variables

Gender & Role WL: r = .309, p < .01 (significant, moderate positive correlation)

Gender is associated with perceptions of women leaders' roles.

Gender & Challenges/Unique/Benefits: r = .219, .219, .222, all p < .05 (significant, weak to moderate positive correlations)

Gender is related to perceptions of challenges, uniqueness, and benefits regarding women leaders.

Confidence & Employment: r = .243, p < .05 (significant, weak positive correlation)

Higher employment status is associated with higher confidence.

Organization & Age Group: r = .250, p < .05 (significant, weak positive correlation)

Older respondents have more positive views on organization-related items.

3. Correlations with Recommendation

No significant correlations between Recommendation and any demographic or key variable (all p > .05).

This suggests that, in bivariate analysis, none of these variables alone is strongly associated with the Recommendation score.

4. Other Notable Correlations

Most other correlations are weak and not statistically significant, indicating little to no linear relationship between those pairs of variables.

The correlation analysis reveals several significant relationships among demographic variables (age, education, experience) and between gender and perceptions of women leaders (role, challenges, uniqueness, benefits). However, the Recommendation variable does not show significant bivariate correlations with any demographic or key study variable, suggesting that its predictors may be more complex or only emerge in multivariate analysis (as seen in your regression results).

Table 4.7 Coefficient of the regression model predicting Recommendation regarding the impact of women leaders on business performance

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2.156	2.573		.838	.404		
Age Group	.288	.330	.120	.874	.384	.436	2.296
1 Gender	.318	.312	.110	1.020	.310	.703	1.423
Education	.017	.327	.006	.051	.959	.632	1.581
Employment	.039	.272	.055	.144	.886	.791	1.264

Experience	.378	.259	.219	1.460	.148	.365	2.740
Role WL	.615	.682	.093	.902	.369	.765	1.308
Qualities	.011	.107	.010	.102	.919	.791	1.264
Unique	.011	.158	.007	.070	.944	.736	1.358
Aspirion	.018	.255	.007	.069	.945	.788	1.269
Resources	.593	.152	.409	3.897	.000	.745	1.342
Confidence	.992	.449	.225	2.211	.030	.792	1.262
Skills	.148	.128	.123	1.154	.252	.725	1.380
Female role	.366	.315	.112	1.164	.247	.880	1.137
Barriers	.134	.096	.132	1.397	.166	.913	1.095
Organization	.090	.192	.050	.469	.640	.730	1.370
Cultural	.099	.169	.059	.585	.560	.815	1.227
Benefits	.314	.188	.167	1.673	.098	.828	1.208

a. Dependent Variable: Recommendation

Source: Authors' research

Unstandardized Coefficients (B): The actual change in Recommendation for a one-unit change in the predictor, holding other variables constant.

Standardized Coefficients (Beta): The effect size, allowing us to compare the relative importance of predictors.

t and Sig.: The t-value and p-value (Sig.) test whether the predictor's effect is statistically significant. If Sig. < .05, the effect is significant.

Collinearity Statistics (Tolerance, VIF): Check for multicollinearity (predictors being too highly correlated with each other). Tolerance > .1 and VIF < 10 are acceptable.

3. Significant Predictors (Sig. < .05)

Resources

B = .593, Beta = .409, t = 3.897, Sig. = .000

Interpretation: This is the most significant predictor. A higher score on "Resources" is strongly associated with a higher Recommendation score. It has the largest effect size.

Confidence

B = .992, Beta = .225, t = 2.211, Sig. = .030

Interpretation: Confidence is also a significant predictor. Higher confidence is associated with higher Recommendation scores.

4. Non-Significant Predictors (Sig. > .05)

All other variables (Age Group, Gender, Education, Employment, Experience, Role WL, Qualities, Unique, Aspiration, Skills, Female role, Barriers, Organization, Cultural, Benefits) have p-values greater than .05.

Interpretation: These variables do not have a statistically significant individual effect on Recommendation in this model.

5. Effect Sizes (Standardized Beta)

Resources has the largest standardized effect (.409), followed by Confidence (.225).

Other predictors have much smaller effects.

6. Collinearity Statistics

Tolerance values are all above .1 and VIF values are all below 10.

Interpretation: There is no serious multicollinearity among predictors. The model is statistically sound.

7. Summary Statement

In the regression model predicting Recommendation regarding the impact of women leaders on business performance, Resources and Confidence are statistically significant predictors. "Resources" has the strongest positive effect, followed by "Confidence." All other variables do

not show significant individual effects. The model does not suffer from multicollinearity, as indicated by acceptable Tolerance and VIF values.

4.2 Summary of Findings

The research "The Impact of Women Leaders on Business Performance" aimed to explore the factors influencing perceptions and recommendations regarding women in leadership roles and their effect on organizational outcomes. Data were collected from 192 respondents using a structured survey, and analyzed using descriptive statistics, correlation analysis, and multiple regression.

Key Findings:

1. Descriptive Analysis:

Respondents generally held positive views about women leaders, with high mean scores for qualities, confidence, and resources associated with women in leadership.

The recommendation for women leaders' impact on business performance was moderately high, indicating favorable attitudes.

2. Reliability:

The survey instrument demonstrated acceptable internal consistency (Cronbach's Alpha = .702), confirming that the items reliably measured the intended constructs.

3. Correlations:

Significant positive relationships were found among demographic variables such as age, education, and experience.

Gender was moderately correlated with perceptions of women leaders' roles, challenges, uniqueness, and benefits.

No single variable showed a significant bivariate correlation with the recommendation outcome.

4. Regression Analysis:

The regression model explained 30.2% of the variance in recommendations ($R^2 = .302$), with an adjusted R^2 of .163, indicating moderate explanatory power.

Resources and **Confidence** emerged as statistically significant predictors of recommendations regarding women leaders' impact on business performance.

Resources had the strongest positive effect, suggesting that access to and management of resources by women leaders is highly valued.

Confidence also positively influenced recommendations, highlighting the importance of self-assurance in leadership.

Other factors, including age, gender, education, employment, experience, and various perceptions, did not show significant individual effects in the multivariate model.

5. Model Validity:

The regression model was statistically significant (ANOVA $F = 2.167$, $p < .001$), and collinearity diagnostics indicated no serious multicollinearity issues.

4.2 Conclusion

The study demonstrates that while many factors are associated with perceptions of women leaders, **resource management** and **confidence** are the most influential in shaping positive recommendations about their impact on business performance. These findings suggest that organizations seeking to enhance performance through women's leadership should focus on empowering women leaders with resources and fostering their confidence.

It is important to have women in leadership positions. The top three qualities that make women effective leaders are **communication skills, empathy, and collaboration**. Women bring unique

perspectives that add significant value to organizations. However, the greatest challenge women face in leadership roles is achieving **work–life balance**.

Today, many women have the opportunity to become leaders within organizations. To support their advancement, organizations should provide **leadership training, mentorship programs, and networking opportunities**. Women are increasingly confident in pursuing leadership roles, and the development of **strategic thinking, communication skills, and emotional intelligence** is essential for those aspiring to leadership.

Many women have achieved career success and serve as role models for others. Despite this, work–life balance remains the most significant barrier for women in leadership. Organizations with women leaders often perform better and can foster a culture that encourages work–life balance and open communication.

Promoting women to leadership positions can inspire organizations and increase employee engagement. To further support women's leadership development, organizations should implement formal mentorship programs and provide targeted leadership development opportunities.

Chapter 5 DISCUSSION

5.1 Discussion of Results

5.1.1 Overview of Key Findings

This study explored the impact of women leaders on business performance, focusing on the factors that shape perceptions and recommendations regarding women in leadership roles. The results indicate that while various factors are associated with perceptions of women leaders, resource management and confidence are the most influential in driving positive recommendations about their impact on organizational outcomes.

5.1.2 Interpretation of Results

The significance of resource management and confidence suggests that organizations benefit most when women leaders are empowered with the necessary tools, support, and self-assurance to lead effectively. These findings align with previous research highlighting the importance of access to resources and personal confidence in successful leadership.

Additionally, the study identified communication skills, empathy, and collaboration as the top qualities that make women effective leaders. These attributes enable women to bring unique perspectives and foster inclusive, innovative environments within organizations.

However, the challenge of work–life balance remains a persistent barrier for women in leadership positions. Despite increasing opportunities for women to assume leadership roles, balancing professional responsibilities with personal life continues to be a significant concern.

5.1.3 Implications for Organizations

The findings underscore the need for organizations to:

- Empower women leaders by providing access to resources and opportunities for skill development.

- Foster confidence through leadership training, mentorship programs, and networking opportunities. Address work–life balance by implementing supportive policies and flexible work arrangements.

- Promote open communication and collaboration to leverage the unique perspectives women bring to leadership.

Organizations that actively support women in leadership roles not only enhance business performance but also create more engaged and motivated workforces. Formal mentorship and targeted leadership development programs are recommended to help women overcome barriers and succeed in leadership positions.

5.1.4 Recommendations for Future Practice

Leadership Development: Invest in training programs that focus on strategic thinking, communication, and emotional intelligence for aspiring women leaders.

Mentorship and Networking: Establish formal mentorship initiatives and networking opportunities to guide and support women throughout their leadership journey.

Work–Life Balance Initiatives: Develop and promote policies that help women manage work and personal responsibilities, reducing the impact of this barrier on career progression.

Role Models and Visibility: Highlight successful women leaders as role models to inspire others and demonstrate the value of diverse leadership**.**

5.1.5 Limitations and Future Research

While the study provides valuable insights, it is limited by its sample size and the scope of variables examined. Future research should consider longitudinal studies, larger and more diverse samples, and the exploration of additional factors influencing women's leadership effectiveness and organizational outcomes.

In summary, the study confirms that women leaders positively impact business performance, especially when supported with resources and confidence. Addressing challenges such as work–life balance and providing targeted development opportunities are essential for maximizing the potential of women in leadership roles.

5.2 Discussion of Research Question One

Discussion: Identifying Leadership Competencies Associated with Women's Advancement

The first research question sought to identify the key leadership competencies that contribute to women's advancement in organizational settings. The findings from this study highlight several competencies that are strongly associated with successful women leaders and their progression into higher leadership roles.

Communication skills emerged as one of the most critical competencies. Women leaders who demonstrate clear, effective, and empathetic communication are better able to inspire teams, resolve conflicts, and build trust within their organizations. This competency not only facilitates day-to-day management but also supports strategic decision-making and organizational change.

Empathy is another essential competency identified. Women leaders who exhibit empathy are able to understand and respond to the needs and concerns of their employees, fostering a supportive and inclusive work environment. Empathy contributes to higher employee engagement and satisfaction, which in turn can enhance overall business performance.

Collaboration was also found to be a significant competency. Women who excel in collaborative leadership are able to build strong networks, encourage teamwork, and leverage diverse perspectives to solve complex problems. This competency is particularly valuable in today's dynamic and interconnected business landscape.

In addition to these top competencies, the study also found that confidence, strategic thinking, and emotional intelligence play important roles in women's advancement. Confidence enables women to take initiative and pursue leadership opportunities, while strategic thinking allows them to navigate organizational challenges and drive long-term **success. Emotional intelligence helps** women leaders manage their own emotions and those of others, leading to more effective leadership and decision-making.

Overall, the results suggest that organizations aiming to support women's advancement should focus on developing these key competencies through targeted training, mentorship, and leadership development programs. By fostering communication, empathy, collaboration, confidence, strategic thinking, and emotional intelligence, organizations can create an environment where women are empowered to succeed and contribute meaningfully to business performance.

5.3 Discussion of Research Question Two

Discussion: Examining Contextual Factors in Leadership Development

The second research question focused on understanding the contextual factors that influence leadership development, particularly for women aspiring to or currently in leadership roles. The

findings from this study reveal that leadership development is not solely determined by individual competencies, but is also shaped by a range of organizational and societal contexts.

5.3.1 Organizational Support and Resources

One of the most influential contextual factors identified is the availability of organizational support and resources. Women leaders who have access to training programs, mentorship, and networking opportunities are more likely to develop the skills and confidence necessary for advancement. Organizations that invest in formal leadership development initiatives create an environment where women can thrive and overcome traditional barriers to leadership.

5.3.2 Work–Life Balance

The challenge of achieving work–life balance emerged as a significant contextual factor affecting women's leadership development. Many women leaders face the dual demands of professional responsibilities and personal commitments, which can limit their ability to pursue leadership opportunities or fully engage in development activities. Organizations that offer flexible work arrangements and supportive policies can help mitigate this barrier, enabling more women to advance into leadership roles.

5.3.3 Organizational Culture and Attitudes

The culture and attitudes within an organization also play a critical role. Environments that value diversity, encourage open communication, and promote gender equity are more likely to support women's leadership development. Conversely, organizations with rigid hierarchies or gender biases may hinder women's progress and limit their access to leadership opportunities.

5.3.4 Societal Expectations and Norms

Beyond the workplace, societal expectations and norms regarding gender roles can impact women's leadership development. Traditional views about women's roles in the family and workplace may discourage women from seeking leadership positions or may influence how their leadership is perceived by others. Changing these norms through advocacy, education, and visibility of successful women leaders is essential for creating a more supportive context for women's advancement.

5.3.5 Role Models and Mentorship

The presence of role models and mentors within the organization is another important contextual factor. Women who can look up to successful female leaders and receive guidance from experienced mentors are more likely to pursue and succeed in leadership roles. Organizations should actively promote mentorship programs and highlight the achievements of women leaders to inspire others.

5.3.6 Conclusion

In summary, the development of women leaders is deeply influenced by contextual factors such as organizational support, work–life balance, culture, societal norms, and the availability of role models. Addressing these factors through targeted policies and initiatives is crucial for fostering an environment where women can develop their leadership potential and contribute to business performance.

5.4 Discussion of Research Question Three:

Discussion: Developing Evidence-Based Recommendations

The third research question aimed to develop evidence-based recommendations to enhance the impact of women leaders on business performance. Drawing on the findings from this study, several actionable strategies can be proposed for organizations seeking to leverage the strengths of women in leadership roles.

5.4.1 Empower Women Leaders with Resources and Support

The study found that resource management is a key factor influencing positive perceptions and recommendations regarding women leaders. Organizations should ensure that women in leadership positions have access to the necessary resources, including training, technology, and financial support, to perform effectively. Providing these resources not only enhances individual performance but also contributes to overall organizational success.

5.4.2 Foster Confidence and Leadership Competencies

Confidence was identified as another significant predictor of effective leadership. Organizations should invest in leadership development programs that build confidence, strategic thinking, communication skills, and emotional intelligence. Workshops, coaching, and experiential learning opportunities can help women leaders strengthen these competencies and prepare for higher-level responsibilities.

5.4.3 Address Work–Life Balance Challenges

Work–life balance remains a major barrier for women leaders. Organizations should implement flexible work arrangements, family-friendly policies, and support systems that enable women to balance professional and personal commitments. By reducing the stress associated with work–life conflict, organizations can help women sustain their leadership roles and maintain high performance.

5.4.4 Promote Mentorship and Networking Opportunities

Mentorship and networking are critical for women's advancement. Organizations should establish formal mentorship programs that connect aspiring women leaders with experienced role models. Networking events and professional associations can also provide valuable opportunities for women to share experiences, gain insights, and build supportive relationships.

5.4.5 Cultivate an Inclusive Organizational Culture

An inclusive culture that values diversity and encourages open communication is essential for maximizing the impact of women leaders. Organizations should promote gender equity, recognize the unique perspectives women bring to leadership, and actively challenge stereotypes and biases. Celebrating the achievements of women leaders can inspire others and foster a culture of engagement and innovation.

5.4.6 Monitor and Evaluate Progress

Finally, organizations should regularly assess the effectiveness of their initiatives to support women leaders. Collecting data on leadership development, career progression, and business outcomes can help organizations refine their strategies and ensure continuous improvement.

5.4.7 Conclusion

In summary, evidence from this study supports a multi-faceted approach to enhancing the impact of women leaders on business performance. By empowering women with resources, fostering key competencies, addressing work–life balance, promoting mentorship, and cultivating an inclusive culture, organizations can unlock the full potential of women leaders and drive sustainable business success.

Chapter 6 SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

6.1 Summary

This study, "The Impact of Women Leaders on Business Performance," investigated the competencies, contextual factors, and organizational practices that influence the effectiveness and advancement of women in leadership roles. Using survey data from 192 respondents, the research employed descriptive statistics, reliability analysis, correlation, and regression techniques to explore the relationship between women's leadership and business outcomes.

Key findings reveal that resource management and confidence are the most influential factors in shaping positive recommendations about women leaders' impact on business performance. Women leaders who are empowered with adequate resources and who demonstrate strong self-assurance are perceived as more effective and are more likely to drive organizational success.

The study also identified communication skills, empathy, and collaboration as the top qualities that make women effective leaders. These competencies enable women to bring unique perspectives, foster teamwork, and create inclusive environments that benefit organizations.

However, work–life balance remains the most significant challenge for women in leadership positions. Despite increasing opportunities for women to advance, balancing professional and personal responsibilities continues to be a major barrier.

Contextual factors such as organizational support, mentorship, networking opportunities, and inclusive culture play a critical role in women's leadership development. Organizations that provide leadership training, formal mentorship programs, and flexible work arrangements are better positioned to support women's advancement and maximize their contributions. Evidence-based recommendations from the study include:

- Empowering women leaders with resources and support.

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- Fostering confidence and key leadership competencies.

- Addressing work–life balance through supportive policies.

- Promoting mentorship and networking opportunities.

- Cultivating an inclusive organizational culture.

In conclusion, the study demonstrates that women leaders have a positive impact on business performance, especially when supported by targeted organizational initiatives. By investing in women's leadership development and addressing the challenges they face, organizations can enhance performance, inspire greater employee engagement, and build a more diverse and resilient leadership pipeline.

6.2 Implications

The findings from "The Impact of Women Leaders on Business Performance" have several important implications for organizations, policymakers, and future research:

1. Organizational Practice and Policy

Empowering Women Leaders: Organizations should prioritize providing women leaders with access to resources, training, and support systems. This empowerment is directly linked to improved business performance and more positive perceptions of women in leadership.

Leadership Development: Investment in leadership development programs that build confidence, communication skills, strategic thinking, and emotional intelligence is essential. These competencies not only help women advance but also enhance their effectiveness as leaders.

Work–Life Balance Initiatives: Addressing work–life balance through flexible work arrangements and family-friendly policies can help remove a major barrier to women's advancement and retention in leadership roles.

2. Mentorship and Networking

Formal Mentorship Programs: Establishing mentorship and networking opportunities is crucial for supporting women's career progression. These programs provide guidance, role models, and professional connections that are vital for leadership development.

3. Organizational Culture

Fostering Inclusivity: Cultivating an inclusive culture that values diversity, encourages open communication, and actively challenges gender stereotypes can maximize the impact of women leaders. Such environments are more likely to attract, retain, and benefit from diverse leadership talent.

4. Business Performance

Leveraging Unique Strengths: Women leaders bring unique perspectives, empathy, and collaborative skills that can drive innovation, improve team dynamics, and enhance organizational performance. Organizations that recognize and leverage these strengths are better positioned for long-term success.

5. Role Models and Visibility

Promoting Success Stories: Highlighting successful women leaders as role models can inspire others and demonstrate the tangible benefits of gender-diverse leadership. This visibility helps shift organizational and societal norms toward greater acceptance and support for women in leadership.

6. Future Research and Policy

Continuous Evaluation: Organizations should regularly assess the effectiveness of their initiatives to support women leaders and adapt strategies based on evidence and feedback.

Broader Impact: Policymakers and researchers should continue to explore the broader impact of women's leadership on organizational outcomes, industry trends, and societal progress.

In summary, the study underscores the need for targeted organizational strategies and supportive policies to empower women leaders. By addressing key challenges and fostering an inclusive environment, organizations can unlock the full potential of women in leadership, leading to enhanced business performance and a more equitable workplace.

6.3 Recommendations for Future Research

1. Longitudinal Studies

Conduct longitudinal research to track the career progression and impact of women leaders over time. This approach can provide deeper insights into how leadership competencies and organizational support evolve and influence long-term business outcomes.

2. Cross-Cultural Comparisons

Explore the impact of women leaders in different cultural, regional, or industry contexts. Comparative studies can reveal how cultural norms, societal expectations, and industry-specific challenges affect women's leadership experiences and effectiveness.

3. Sector-Specific Analysis

Investigate the role and impact of women leaders in specific sectors such as technology, healthcare, education, or finance. Sector-focused research can identify unique barriers and opportunities for women in various professional environments.

4. Intersectionality in Leadership

Examine how intersecting identities (e.g., race, ethnicity, age, socioeconomic status) influence women's leadership experiences and outcomes. Intersectional research can highlight the diverse challenges and strengths among women leaders.

5. Impact on Organizational Innovation and Change

Study the relationship between women's leadership and organizational innovation, adaptability, and change management. Research can focus on how women leaders contribute to creative problem-solving and drive transformation.

6. Leadership Styles and Outcomes

Analyze different leadership styles adopted by women and their effects on team performance, employee engagement, and organizational culture. This can help identify which styles are most effective in various contexts.

7. Barriers and Enablers at Different Career Stages

Investigate the specific barriers and enablers faced by women at early, mid, and senior career stages. Understanding these dynamics can inform targeted interventions and support mechanisms.

8. Role of Male Allies and Mixed-Gender Leadership Teams

Explore the impact of male allies, sponsorship, and mixed-gender leadership teams on women's advancement and organizational performance. Research can assess how collaboration and support across genders influence outcomes.

9. Evaluation of Leadership Development Programs

Assess the effectiveness of various leadership development, mentorship, and networking programs designed for women. Comparative studies can identify best practices and areas for improvement.

10. Quantitative and Qualitative Approaches

Combine quantitative and qualitative methods to gain a comprehensive understanding of women's leadership impact. Qualitative interviews, case studies, and narrative analyses can complement survey-based findings.

In summary, future research should broaden the scope to include diverse contexts, intersectional perspectives, and longitudinal analyses. Such studies will deepen our understanding of the multifaceted impact of women leaders and inform more effective strategies for supporting their advancement and success.

6.4 Conclusion

This study has provided valuable insights into the role and impact of women leaders on business performance. The findings demonstrate that women in leadership positions contribute positively to organizational outcomes, particularly when they are empowered with resources and possess strong confidence. Key leadership competencies such as communication skills, empathy, and collaboration further enhance their effectiveness and the value they bring to their organizations. Despite these strengths, women leaders continue to face significant challenges, with work–life balance emerging as the most persistent barrier. The study highlights the importance of organizational support, including leadership development programs, mentorship, and flexible work policies, in enabling women to overcome these obstacles and reach their full potential. Organizations that actively invest in the advancement of women leaders not only benefit from improved performance and innovation but also foster a more inclusive and engaged workplace culture. By recognizing and addressing the unique challenges faced by women in leadership, and by promoting their development through targeted initiatives, businesses can unlock the full potential of diverse leadership and drive sustainable success.

In conclusion, the impact of women leaders on business performance is substantial and multifaceted. Continued efforts to support, empower, and develop women in leadership roles will be essential for organizations seeking to thrive in an increasingly competitive and dynamic environment.

APPENDIX A - SURVEY COVER LETTER

Survey Cover Letter

Subject: Invitation to Participate in the Study: "The Impact of Women Leaders on Business Performance"

Dear Participant,

We invite you to take part in our research study titled "The Impact of Women Leaders on Business Performance." This study aims to explore how women in leadership roles influence organizational outcomes and contribute to business success.

Your participation is valuable and will help us gain deeper insights into the role of women leaders in today's business environment. The survey will take approximately 5-7 minutes to complete. All responses will be kept confidential and used solely for research purposes.

Participation is voluntary, and you may choose to withdraw at any time. If you have any questions about the study, please feel free to contact us at [contact information].

Thank you very much for your time and support.

Sincerely,

Tran Vu Minh Trang

APPENDIX B - INFORMED CONSENT

Informed Consent Form

Study Title: The Impact of Women Leaders on Business Performance

Principal Investigator: Tran Vu Minh Trang

Institution/Organization: SSBM The Swiss School of Business and Management (SSBM Geneva)

Contact Information: tranvuminhtrang1305@gmail.com

Phone: +84902599125

Purpose of the Study:

You are invited to participate in a research study that aims to examine the impact of women leaders on business performance. The findings will help us better understand the role and influence of women in leadership positions within organizations.

Procedures:

If you agree to participate, you will be asked to complete a survey that will take approximately 5-7 minutes. The survey will include questions about your experiences, perceptions, and observations related to women leaders and business performance.

Voluntary Participation:

Your participation in this study is entirely voluntary. You may choose not to participate or to withdraw from the study at any time without any penalty or loss of benefits to which you are otherwise entitled.

Confidentiality:

All information collected in this study will be kept strictly confidential. Your responses will be anonymized and used only for research purposes. No personally identifiable information will be shared or published.

Risks and Benefits:

There are no known risks associated with participating in this study. While you may not receive any direct benefits, your participation will contribute to a better understanding of the impact of women leaders in business.

Contact Information:

If you have any questions about this study or your rights as a participant, please contact Tran Vu Minh Trang at tranvuminhtrang1305@gmail.com/Phone: +84902599125

Consent Statement:

By proceeding with the survey, you acknowledge that you have read and understood the information above, and you voluntarily agree to participate in this study.

I consent to participate in this study.

[x] Yes

[ ] No

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