

Analysis of Gender Gap in Women's Leadership: Comprehensive Steps for Effective Implementation and Policy Development

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ABSTRACT

This study examines the relationships between various variables that affect the gender gap and women's leadership through structural data analysis using quantitative methods with Smart PLS 3. The model includes latent variables such as Social Roles and Women's Empowerment (X1), External Influences and Policies in Women's Empowerment (X2), Relationship-Based Approaches and Gender Identity (X3), Innovation and Digitalization in Gender Development (X4), as well as Social Roles and Responsibilities in Organizations (X5), all of which are related to Leadership and Gender Equality (Y1). The analysis results show that X2, heavily influenced by the indicators of Gender and Development in the Context of Feminism (X2.1) and the Emiratization Program in the UAE (X2.2), has a substantial impact on X1. Additionally, positive relationships were found between X3 and X2, as well as X3 and Y1, indicating that initiatives that enhance X3, such as Awareness and Social Justice Training in Leadership (X3.2) and Gender Identity Expression in Mainstream Dancesport in the U.S. (X3.3), can significantly contribute to the improvement of X2 and Y1. Although the influence of X4 on Y1 is weaker, there is still a modest positive effect. The strong relationship between X5 and X4 indicates that improvements in X5, mainly through the Implementation of Green Human Resource (Green HR) Policies (X5.2) and Women's Roles in Environmental, Social, and Governance (ESG) Initiatives (X5.5), can significantly enhance the factors represented by X4. The implications of these findings highlight the importance of addressing structural barriers through policies and initiatives targeting critical areas. Cultural and policy reforms are essential to creating an environment that supports women's empowerment. Digitalization and access to technology, as well as digital skills for women, are also crucial. A holistic approach that integrates policies for gender awareness training and removing structural barriers across various sectors will create a fairer environment for women's leadership. These

strategies are expected to help close the gender gap and empower women to take on leadership roles effectively.

Keywords: Women's leadership, Gender equality, Women's empowerment, Digitalization, Gender.

INTRODUCTION

The change from 'women' to 'gender' and how women are included in development efforts are debated. Early development of country modernization efforts rarely achieved gender justice. Many 1950s and 1970s development initiatives focused on women's health and family planning, putting women in critical roles for social issues and communication models. Critics criticize many women's treatments. Feminist international development researchers have examined 'institutionalization' and 'women's empowerment' in theory and practice. The central claim is that developing countries' women lack genuine institutionalization and confront prejudices, especially regarding reproduction in the Global South. Current arguments focus on cultural and socioeconomic variables affecting development and women's reproduction and representation in developing nations, frequently referred to as 'Third World women' [1].

Gender equality improves morality [2]. Gender and morality are vital to justice. Philosophers Plato, Mill, Aristotle, Augustine, Kant, John Stuart Mill, and John Rawls have examined justice. Madame de Staël planned for legislators to prioritize women's education, civil laws, duties, and happiness—transnational gender equality issues. In France, Italy, Switzerland, and Russia, women remain silent on gender equality, Mill said. In the late 19th century, global literature and philosophy reflected the international women's movement, which elevated women's standing and created new leadership opportunities. Modern women, frequently scoffed upon, shape future generations. International women have endured injustice and oppression for millennia.

gender studies and CSR are newer than gender studies and business ethics. CSR became a significant area in the 21st century after isolated investigations in the 1950s. By 2002, academics considered CSR as necessary as entrepreneurship. Since then, leading management and business journals have published special issues, review articles, and individual studies on CSR, expanding empirical and theoretical understanding. This topic addresses gender and CSR issues in corporate boards, supply chains, community impacts (e.g., mining), and women-focused microfinance and entrepreneurship programs. Stakeholder gender equality and CSR as supplementary governance mechanisms are also considered. U.N. Global Compact and U.N. Women's Empowerment Principles-based CSR activities now focus solely on gender concerns. International initiatives like the Global Reporting Initiative's gender reporting requirements and the Ethical Trading Initiative's gender equality work integrate gender equality into CSR programs. Although rarely cited, feminist researchers from many fields claim that feminist theory is essential to understanding gender and CSR projects [3].

Female leaders used "pivot" to express their abilities to analyze, act, and execute fast during the pandemic. This word still applies to flexibility, ingenuity, and adaptability, essential for leveraging fresh opportunities from difficult situations. Approving a program shows clients that

they value the job. Self-care in female leadership programs is stressed in statements like "Approval to join this class can be a welcomed entertainment alternative and a self-care indulgence during these odd times of the COVID-19 pandemic." Female leaders must take care of themselves. Leadership training rarely emphasizes self-care. However, March 2020 and the COVID-19 pandemic years were extraordinary. Female leadership programs now include self-care as a goal, suggesting what future female leaders, especially Black women, require. Discussing the stress of pandemic uncertainty is relevant in new female leadership spaces. Female leaders requested stress management measures throughout the year to protect their and their colleagues' health. To lead effectively at business, home, and in the community, the pandemic stressed creating safe spaces for authenticity and prioritizing individual needs. This self-care urge will last [4].

Reimagining female leadership positions and their potential from the point of wholeness is essential for influential leaders, especially committed Black women. Supportive environment, not destruction. Not from the bustle but from goals. Instead of recurrent reactivity, respond to female leadership demands with openness and calm.

Female leaders want success. They often seek particular results about money, positions, authority, or a good job. External variables matter in female leadership. They rarely form the basis of a leadership paradigm focused on their wellbeing, especially for Black women. Female leaders' spirit, soul, and health are seldom considered, especially during high-stress situations like the COVID-19 epidemic. Under such conditions, female leaders must rethink their leadership, find new ways to implement strategies and form effective teams.

METHOD

This study employs quantitative analysis using Smart PLS 3, with the following variables: Power Complexity and Gender Barriers (X1); Women's Roles in Family and Community (X2); Gender Equality in Policies and Practices (X3); Gender, Development, and Diversity (X4); Gender Identity Expression (X5); and Women's Leadership and Adaptability (Y1). The research includes six variables with 26 indicators. The hypothesis of this study measures how Women's Leadership and Adaptability (Y1) are influenced by Power Complexity and Gender Barriers (X1), women's Roles in Family and Community (X2), Gender Equality in Policies and Practices (X3), gender, Development, and Diversity (X4), and Gender Identity Expression (X5). Picture 1 illustrates the relationship pathways of women's leadership and adaptability globally.

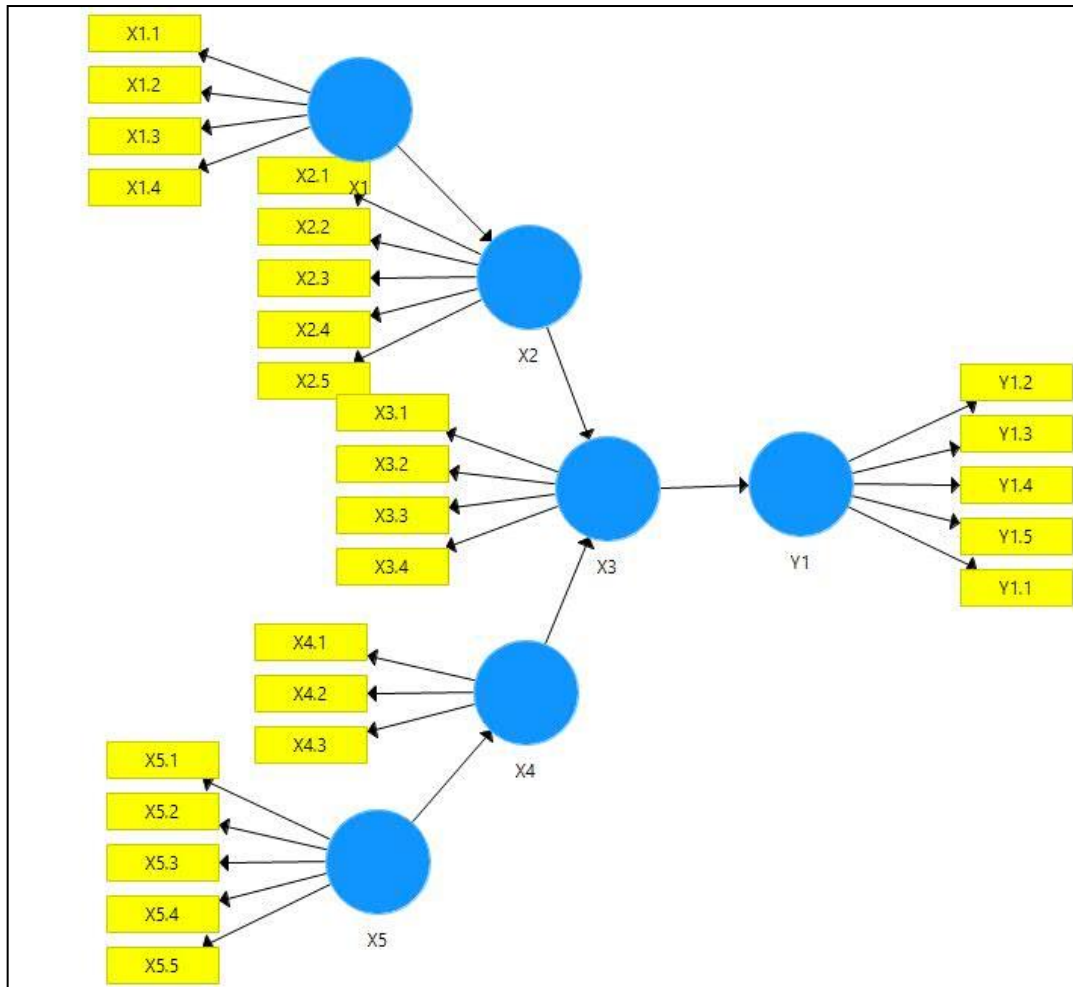


Figure 1: relationship pathways of women's leadership and adaptability globally

RESULTS

The structural model in the provided diagram explores the relationships between various latent variables (represented by blue circles) and their observed variables (represented by yellow rectangles). Each latent variable represents broader constructs related to women's leadership and gender equality, while the observed variables are specific measures or indicators of these constructs. The numerical values on the arrows represent path coefficients, indicating the strength and direction of the relationships between these variables. Figure 2 shows the analysis results.

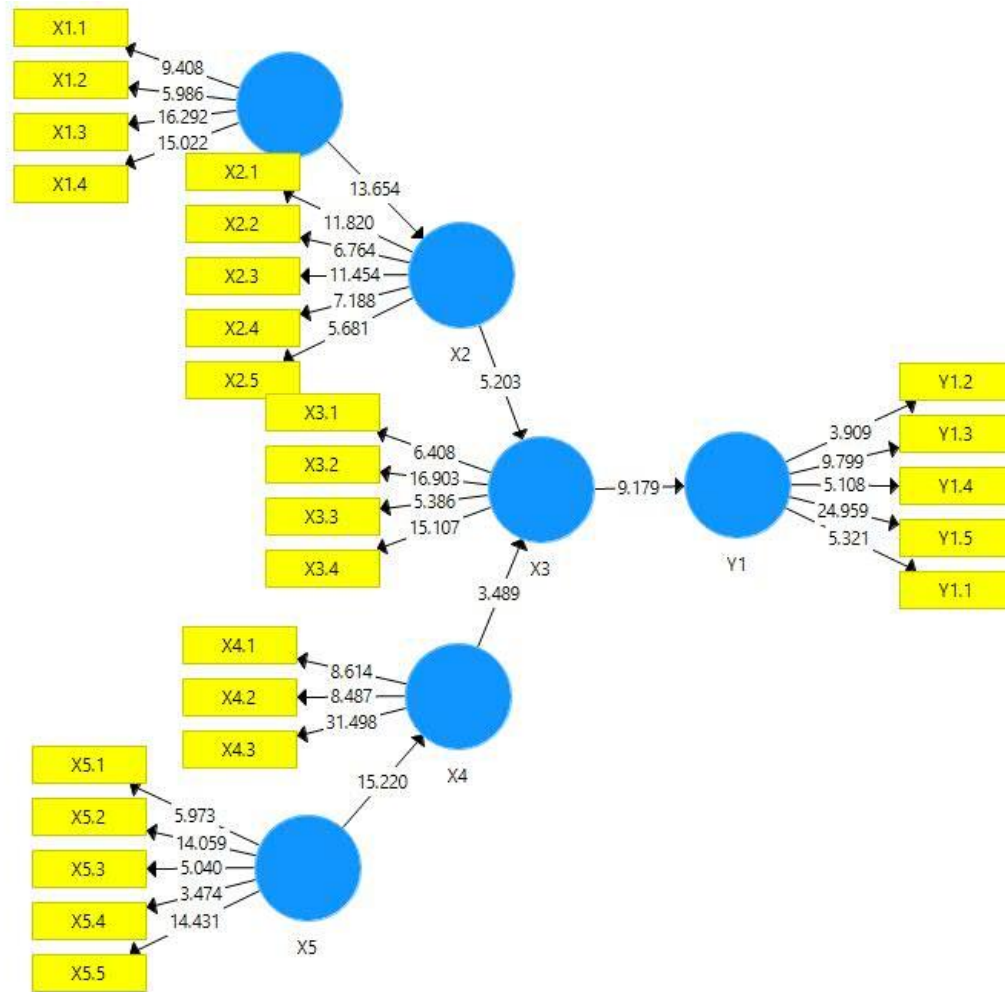


Figure 2: Analysis results

Variable X1 is significantly influenced by its indicators, especially X1.3 (16.292) and X1.4 (15.022), indicating these aspects are critical components of the latent construct X1. Variable X2 is strongly influenced by X2.1 (13.654) and X2.2 (11.820), showing these factors are highly influential in defining X2. Variable X3 is primarily driven by X3.2 (16.903) and X3.3 (15.107), highlighting the importance of these indicators in understanding the latent construct X3. Variable X4 is heavily influenced by X4.3 (31.498), indicating this indicator is a dominant factor in this construct. Indicator X5.2 (14.059) and X5.5 (14.431) are the most influential indicators, showing their significance in shaping X5. Variable Y1 is significantly influenced by Y1.4 (24.959), indicating this is a critical measure of the latent construct Y1.

The path coefficient indicates a strong positive relationship between X2 and X1, suggesting that improvements in factors represented by X2 positively affect those in X1. A positive relationship between X3 and X2, though weaker than X2 to X1, indicates that X3 positively influences X2. A significant positive relationship exists between Y1 and X3, highlighting that those greatly influence factors in Y1 in X3. Relation between X4 and Y1 shows a weaker yet positive relationship, indicating that X4 has a modest positive effect on Y1. A strong positive relationship

between X5 and X4 shows that improvements in X5 significantly enhance the factors represented by X4.

Discussions

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A NEW OPTIMIZED RANKING ALGORITHM

Organizational Feminism in Women's Leadership Deconstruction

Poststructural feminists and critical female scholars study leadership language in organizational situations. Deconstructive feminist analysis of women's leadership shows how discourse is perceived within the androcentric matrix. This analysis indicates that leadership language is masculine and seeks to exhibit a neutral gender attitude, acknowledging feminism's influence on new criteria for effective female leadership.

Viewing female leadership from a gender perspective shows its romanticization. Romanticizing female leadership helps followers handle organizational ambiguity. Romantic fantasies and followers' belief in female leadership's mystery boost the myth's worth by allowing followers to blame their leaders for events. This analysis contrasts corrupt leadership with ethical leadership that always tempts and deceives followers, showing how female leadership is temptation-free. Seducers are naturally female, unlike male leaders, which qualifies the parallel of female leadership in a sexual setting. Sexual observations show masculine prejudice and heterosexual leadership ideologies. This deconstructive feminist paradigm permits critical reflection on underlying gender-based power hierarchies in neutral leadership discourse.

Dynamics and Organizational Influence

The leader-member exchange (LMX) idea is the most common relationship-based strategy between female leaders and members [6].

Personal Responsibility in Special Team Leadership

Personal accountability in team leadership transforms a team from 'strong' to 'extraordinary.' Individual contributions are needed to maximize team performance in sports or executive teams [7]. Each team member's responsibility for performance distinguishes exceptional teams from average ones. Personal responsibility and effort are essential to team success. Like a 'well-oiled machine,' high-performing teams This machine has powerful, well-designed, and supportive team members. High-trained teams operate effortlessly and execute practically flawlessly. Coaching (leadership) works well with them. For special status, teams must put in the 'extra half percent.' Team identity improves adaptation and support while pursuing excellence. Excellent soccer forwards are always at the right place and time and can make accurate shots. They often drop back to cover additional gaps during the game, keeping their effort rate high and encouraging teammates. Instead of team performance, highly skilled team members define themselves by their roles and performance. Each player on excellent teams aims to be the greatest in their position and sees their success and reputation as the team's. This is about a strong feeling of purpose and a common goal that can only be realized collaboratively, not money bonuses, accolades, or job recognition. Team members imagine telling their descendants about their contributions to that goal. For example, "Yes, I was on the team that won the World Cup", or "Yes, I was one of the initial team members that founded firm

X, pioneering an industry now identified with this city." So, personal responsibility in special team leadership is crucial to remarkable team performance through individual contributions linked with group goals and a shared vision. Personal accountability in special team leadership involves various factors:

1. Collective and emotional: Fostering a sense of purpose and belonging beyond business purposes.
2. The Big Picture Team: Empowering team members to achieve organizational goals and broaden their perspective.
3. Purpose and Authentic Leadership: Integrate work and life with a clear purpose and sincere leaders who communicate their vision and journey.

Responsibilities and Challenges of Leaders in Promoting Gender Integration in Military Organizations

Leaders must emulate military principles and leadership ideologies to influence members' conduct [8]. Leaders shape the company culture by modelling the principles they want to instil. Senior leaders set strategic and professional conditions for operational effectiveness and must communicate success values. Integration of women and imparting attitudes that match organizational and cultural changes are also necessary for operational performance. Cultural competence should guide leaders' views on gender inclusion. Executives must promote new values, model them, and track progress to transform culture. Leaders in the 1990s valued situational leadership, which required adapting to tasks, followers, environment, and time. Leaders must adapt to CHRT requirements for gender integration. Some senior officials' gender integration strategies undermine institutional aims. Toxic organizational failure can affect military leadership.

Structural and Cultural Barriers to Women's Leadership

Women have experienced institutional and cultural impediments to leadership in international organizations and other sectors. Over time, women became League of Nations delegates or officials, generally in minor roles. U.S. delegate Dorothy Kenyon highlighted that while progress was made, women in the League's Secretariat occupied low-paying, meaningless roles [9].

Transforming Work Culture: Challenges and Strategies in Implementing Green HRM

Green HR policies modify work practises and reflect gender dynamics and leadership in organizations. Consider how these techniques affect women in the workplace and how leadership might encourage gender inclusion. Implementing flexible work practices like working from home (WFH) can dramatically benefit women. While WFH might offer work flexibility, women often need help to separate work from household duties. Managers must guarantee that programs do not worsen household gender inequality. Effective leadership must build an inclusive work culture where gender differences are valued and treated equitably. Leaders must encourage policies that help all employees balance work and life and address women's workplace challenges. Implementing gender-sensitive Green HRM initiatives can favourably benefit women's leadership. Flexibility and inclusion in the workplace can boost women's leadership presence. This matters because female CEOs frequently have distinct sustainability and CSR viewpoints. The success of Green HRM implementation depends on legislation, infrastructure, and how businesses manage gender dynamics and leadership to promote sustainability and inclusive operational effectiveness. Leaders must foster a gender-

balanced workplace that encourages women to maximize their contributions to the organization's sustainability [10].

Labour Market Transformation and Challenges of Implementing Emiratisation in the Context of Gender Leadership in the UAE

UAE entered the worldwide market in the late 20th century. In fewer than 50 years, the UAE went from being a rural agrarian to urbanized like other wealthy nations. For decades, human resources departments in GCC countries, particularly the UAE, have fought to become correctly structured and value-added in public and commercial sectors. Within the UAE's private sector, small and medium firms have evolved H.R. management standards for recruitment, promotion, compensation, training, and development [11].

Digital Transformation, Diversity, and Inclusion: Challenges and Opportunities for Women's Leadership in the A.I. Era

The digital revolution, particularly A.I., is transforming the workplace. Dynamic human resources are developed alongside technology breakthroughs [12]. Globalization has removed numerous trade obstacles, making the 21st-century economy dynamic and borderless. Products, services, technology, and ideas are abundant and readily available. Transnational diversification has caused people to migrate for better possibilities, making the globe a village. Market research firm Finaccord predicted 66.2 million expatriates in 2017. Canada added 410,000 permanent residents in 2021. This vast migration diversifies cultures globally. Vossughi describes cultural variety as the presence of different groups, societies, and cultures in a region, worldwide and nationally. Diversity includes the nation of origin, sexual orientation, language, ethnicity, values, behaviours, disability, and family obligations. Politics, religion, clothing, and other practices are included. Esty et al. stresses that acknowledging, understanding, and respecting age, ethnicity, gender, and class reflect variety. Diversity implies accepting everyone's uniqueness and creating a safe, inclusive atmosphere. Supporting people based on colour, disability, sexual orientation, generation, gender, education, citizenship, and work experience is called inclusion. Organizational diversity, inclusivity, and digitization dominate in the fast-changing A.I. era. Teams should be cohesive and inclusive to foster innovation, creativity, and employee engagement. Today, these tactics are essential for more innovative services and better business.

Impact of the Amsterdam and Lisbon Treaties on Women's Employment and Social Policies in the European Union

The 1998 Amsterdam Treaty included an "employment chapter" to the E.U.'s basic treaties to promote high employment participation and social protection [13]. Employment policy remains the responsibility of member states, but this chapter focuses on it. Desired outcomes include:

1. Boosting Employability: The primary focus is on young and long-term unemployed.
2. Promoting Entrepreneurship: Supporting public business activities.
3. Maximizing adaptability: Implementing flexible work configurations and tax incentives for internal training.
4. We are enhancing Equal Opportunity Policies: Addressing gender disparities, balancing work and family, reintegrating workers, and fostering disability inclusion.

5. The E.U. has issued directives on specific issues related to the Social Charter. MNEs in the E.U. must follow these rules. Since E.U. directives apply to all member states, MNEs cannot seek "lenient" labour standards and regulations. Compliance became increasingly complicated as the number of member states increased to 27.

The Social Charter created the European Social Fund to facilitate geographical mobility and employment. This fund focuses on training and retraining programs for young workers and women. This includes migrant workers, workers in danger of unemployment in restructuring industries, people with disabilities, and SMEs. The Lisbon Treaty took effect on December 1, 2009. We negotiated this deal to strengthen the European Parliament and E.U. democracy. The Lisbon Treaty strengthens the 2000 Charter of Fundamental Rights, which benefits the Social Charter. The Lisbon Treaty enhances social rights by offering protection of personal data, asylum, equality before the law, gender equality, child and parent rights, protection against unfair dismissal, and access to social security and assistance. Thus, the Lisbon Treaty strengthens the Charter of Fundamental Rights and Social Rights, protecting female workers and other socioeconomic groups and encouraging inclusion and fairness in E.U. employment regulations.

Specialization and Complexity in Enforcing Women's Labor Laws in the United States

The type of complaint, employment, and workplace location determine how much the U.S. enforces women's labour regulations [14]. Different agencies must address different infractions. Except in states with safety plans, like California, or if the worker is a miner under the Mine Safety and Health Administration, OSHA handles workplace safety breaches. The Wage and Hour Division of the federal Department of Labor handles complaints about female workers not receiving overtime pay, except in Michigan, where state agencies also have jurisdiction, and in New Mexico, where the Department of Workforce Solutions is responsible despite legal challenges for failing to address wage violations. The National Labor Relations Board (NLRB) in the private sector and state authorities in the public sector supervise union organizing-related workplace harassment. The EEOC reports racial, gender, and sexual orientation discrimination, and the OFCCP oversees federal contractors. In the U.S., lawyers, mediators, accountants, and industrial hygienists work for various government agencies to enforce labour laws. Many countries specialize in tasks, but federalism makes the U.S. an extreme case. The functionally specialized U.S. workplace inspection approach is complex. History explains this Complexity, which dates back to the mid-20th century. When it was popular, three institutions sponsored this specialization model:

1. The large Fordist firms utilized state investment in recruitment, training, and workforce placement to meet the demands of thousands of workers through specialization.
2. Labor Unions: Unions supported law enforcement and labour protection as "regulatory multipliers.
3. Macroeconomic Stabilization: This policy enabled authorities to predict and maintain stable expert staff numbers.

According to Duncan Watts, law enforcement specialization results from repeated task repetition, enabling efficiency and predictability in addressing worker demands. Since macroeconomic stabilization shielded enterprises from extreme volatility, specialized agencies could accurately predict demand for specialists, communicate with similarly trained

professionals, and obtain union support, addressing many workers' needs. Thus, the U.S.'s complicated and specific methodology for enforcing women's labour laws shows the necessity of preserving workers' rights through solid history, regulations, and institutions.

Ownership and Concentrated Control in Women's Human Resource Management in Small and Medium Enterprises (SMEs)

Owner-managers or top teams often shape HRM strategies in SMEs. Concentrated ownership and control indicate that one owner or management makes decisions, familial or through a tiny dominant coalition. SMEs' family-like atmosphere and unitarist ideology are often linked to this concentrated control. Reluctance to delegate H.R. activities and selective use of voice can hinder financial and strategic information sharing. This underscores long-standing awareness that leadership styles affect SME employee experiences. Concentrated control also determines SMEs' expected and desired performance results, usually survival, succession, local excellence, or socio-material riches rather than financial measurements. Many believe SMEs are growth-oriented, although this is rarely true. Survival culture and the owner or manager's quest for independence characterize most small businesses. This suggests different frames of reference and local understandings of SME HRM decisions and outcomes. Concentrated ownership and control can affect H.R. policies and practices for women in SMEs. Owner-managers' opinions and biases may affect female employee recruitment, training, promotion, and retention. If concentrated control is not supported by inclusion and gender equality, unitarist ideology or a family-like atmosphere may generate a friendly work environment but impede women's strategic decision-making. Understanding how concentrated ownership and control affect HRM in SMEs helps create more effective and inclusive policies that meet company goals and empower women. Further research is needed to determine how leadership styles and ownership structures affect women's experiences and opportunities in SMEs and how policy interventions can promote gender equality and company sustainability [15].

Efforts to Enhance Women's Career Advancement through Mentoring Programs, Work-Life Balance, and Access to Top Management in Various Companies

Safeway offers a women's leadership network for management candidates. The Safeway Women's Network provides presentations at business sites to showcase their triumphs and provide learning opportunities. Executives at these presentations help women identified for management positions find store development possibilities. After discussing the women's professional interests, executives encourage them to seek jobs that will enable them to move to management. Due to the need for more female mentors, Safeway's mentorship program starts with female supervisors. The work-life balance program offers flexible hours and encourages women of all family sizes to balance work and life. Safeway managers are accountable for promoting women to managerial roles. All managers attend Diversity Management Workshops. Managers who meet diversity goals increase their compensation by 10%. Safeway's women's programs work. Since 2000, the number of female managers has increased by 42%, and female participation in Retail Leadership Development (RLD) has increased by 31% in the past five years. According to Lehman Brothers research, these programs have increased sales and revenue. Safeway has been awarded the Catalyst Award, presented yearly to outstanding firms fostering women and minority career advancement, for improving its reputation as an employer of choice. Similar to Safeway, other companies are addressing career hurdles. Top managers at Lease Plan USA are primarily men, even though most of its 450 employees are

women. Lease Plan USA employed experts to build a competence evaluation, career advice, and communication program to promote more women to managerial roles. It also includes networking and panel discussions with female leaders from other companies—one promoted woman for every five program participants. Six 14 top managers are women, up from four two years ago. The programme has also improved female work happiness and engagement. Women who thought management supported their career goals and believed Lease Plan positions were given moderately increased by 12% one year following the program's inception. Due to a lack of access to the "old boy network," managers' preference for interacting with other managers of similar status rather than frontline employees, and managers' intentional exclusion due to negative stereotypes about women and minorities' abilities, motivations, and job preferences, women and minorities struggle to find mentors. Potential mentors may view minorities and women as career threats because they feel affirmative action policies favour them. Wal-Mart's company culture—leadership, trust, instant relocation, and internal promotion—may hinder professional advancement. Men make up 86% of store managers. Over two-thirds of Wal-Mart managers started as hourly members. Every Walmart offers hourly job openings but never management training programs that allow hourly workers to become paid managers. Due to its focus on efficiency, Wal-Mart does not post managerial openings. Also, Wal-Mart trusts its managers to promote deserving employees. However, Wal-Mart women say management training is challenging. Men spend more time networking and chatting with management workers (most of whom are men). Therefore, they know about management job vacancies. Wal-Mart requires managers to be flexible, making management positions better for males. Wal-Mart has taken several initiatives to sustain a decent workplace. Wal-Mart created a posting mechanism for all management openings to support women in management [16].

Transformation and Sacrifice of Women in Family Dynamics: Adjusting to Change, Sacrifice, and the Journey to Wellbeing

Economic and societal developments typically affect women's family responsibilities. In Franz Kafka's *The Metamorphosis*, Grete, Gregor's sister, goes from caregiver to labourer. Women adjust to shifting family economic situations. As all family members start working, women's caregiver position changes, showing how women must adapt to shifting economic and gender roles. Female family sacrifices are sometimes invisible but significant. Like Grete, she initially cares for Gregor but eventually sacrifices her caregiving position to help the family financially. Grete's emotional and physical sacrifices reflect what women in families do to manage work and family. Women also experience pressures handling their combined roles. Role transformation and potential recognition are common steps to family wellbeing for women. After the story, Gregor's family sees Grete as a young woman with new promise and optimism for the future. This shows how women's family leadership may grow and be recognized. This award represents a milestone in their wellbeing and emphasizes women's empowerment in families. Family leadership by women is often overlooked but powerful. Grete's sacrifices, increased responsibilities, and contributions to her family demonstrate strong leadership. Research shows that female leadership is essential for collective wellbeing in both professional and family settings [17].

Women's Central Role in ESG Performance and Corporate Reputation: In a globally integrated business world, public perception of a company's environmental, social, and governance (ESG) performance significantly impacts corporate reputation and brand image [18]. ESG projects

need women's leadership since studies demonstrate that gender diversity in senior management makes more sustainable and inclusive decisions. Positive ESG performance increases stakeholder trust and credibility. Positive business reputations depend on women spearheading ESG efforts. ESG missteps can damage reputation and cost money. Women's distinct viewpoints help organizations proactively handle social and environmental issues due to their sensitivity. Sustainable business strategies enable organizations to adapt to market changes, attract and retain people, and establish stakeholder partnerships. Women ESG leaders often innovate and promote sustainability, producing long-term company benefits. Socially responsible customers and investors seek proactive ESG companies. Global business requires comprehensive and consistent ESG reporting. Women-led companies in different nations face differing regulations and social norms. Women leaders promote ESG reporting openness and accountability, helping companies communicate their commitments and performance globally. Digital technology has increased ESG data gathering, analysis, and distribution. Social media also shapes public perceptions of a company's ESG performance. Women in ESG leadership roles use technology to improve transparency and stakeholder communication, enabling organizations to respond to public criticism and manage their reputation in the digital age. ESG reporting standards are rising; firms need robust systems, processes, and talent. Examples are implementing new data gathering and analysis technologies and working with third-party ESG reporting frameworks and standards. Women in ESG roles often lead these programs, ensuring corporations surpass stakeholder expectations. ESG leadership by women is essential for corporate reputation and long-term value. Women in ESG leadership roles help firms become more adaptable, inventive, and socially responsible by integrating sustainability into corporate plans and employing digital technologies for transparent reporting. These initiatives satisfy stakeholders and set the groundwork for future success.

Navigating the Path to Peak Performance: Vision, Goals, Teamwork, and Inner Drive as Key Assets for Women

Women face particular work and personal growth hurdles [19]. However, they have succeeded due to a solid vision, clear goals, effective collaboration, and inner drive. These factors reveal how women can achieve career success. To perform well, women must have a vision beyond selfish interests. Women with grand visions generally want to help society or inspire future generations. Clear, measurable goals keep people motivated. Teamwork is essential for top performance. Women can use team members' abilities and views to achieve goals in a collaborative workplace. Women can develop strong support networks and overcome problems via effective teamwork. A solid inner drive separates average performers from top performers. This intrinsic motivation determines whether someone can reach greatness. Strong-willed women are more confident and believe they can influence their careers. Even when things go wrong, this confidence keeps them focused. Changing leadership styles and paths is essential to keeping momentum and focus. Flexible women can adapt to external changes and perform at their best. Understand that impotence might inhibit high performance. Women who feel powerless in their lives and occupations do worse. Mentoring, training, and professional networks can help you change your attitude and gain confidence. Women can achieve optimal performance with a strong vision, clear goals, good cooperation, a strong inner drive, and the ability to adapt and be confident. This change benefits women personally and improves their contributions to society. Peak-performing women inspire future generations to follow their objectives with enthusiasm and determination.

Awareness and Action in Female Leadership: Transforming Leaders Towards Social Justice and Gender Equality

Effective social justice training programs teach employees and volunteers about privilege, power dynamics, systematic oppression, intersectionality, and the history of social justice movements [20]. Leaders who understand overt and concealed social inequities can better address them in communities and institutions. Participants must be encouraged to explore their biases, prejudices, and privileges in a safe, nonjudgmental environment. Through introspection, they learn how their identities and experiences impact their ideas and interactions with others. Intersectionality—the complex interaction of social identities like race, gender, class, sexuality, and disability—helps leaders understand the unique experiences and problems of people with many identities. This knowledge creates empathy and solidarity, helping leaders move marginalized people toward equality and inclusion. Explore historical and contemporary examples of social injustice, such as systemic discrimination, marginalization, and inequality, to raise awareness and prevent recurrence. Modern leaders may promote peace and justice in a connected and complicated world by studying historical events, social movements, and how laws and institutions affect marginalized populations. This method empowers female leaders to promote gender equality and social justice and builds the groundwork for a more inclusive and equitable society.

Gender and Power in Mainstream Dancesport: Aesthetics, Regulations, and Gender Norms

Study on popular dance sports in the U.S. shows how they express masculine and feminine gender norms [21]. Dance sports costumes emphasize gender identification, with ladies wearing bright, elaborate skirts with sequins or feathers, groomed hair, and intense makeup and men wearing black tuxedos or spandex tops. Ballroom dance sports pairings traditionally have men lead and women follow. The British Dance Council, World Dance Council, and World Dancesport Federation set rules and aesthetics for dancesport participation and judging. Panels may penalize dancers who deviate from these conventions in appearance and emotion, impacting their competitive standings. Traditional ballroom dances, sports clothing, music, and movements portray men as aggressive and powerful and women as delicate and sexually receptive. Sex, gender, sexuality, and power are central to mainstream dancesport, which emphasizes sexual customs and gender metaphors.

Patriarchy in the Position of Women in the Medieval Catholic Church

Patriarchal ideals and spiritual power have shaped women's roles in medieval and modern Catholicism [22]. Men have traditionally ruled written and spoken language in the church. Monica Brezinski Potkay and Regula Meyer Evitt said, "Christianity limited everyone's behaviour in the Middle Ages, but women were more restricted than men. Women were barred from teaching and writing. According to Potkay, Evitt, and other scholars, canonical church writings restrict women's voices, including St. Paul's renowned instruction, "I do not authorize a woman to teach or to claim authority over a male; she must be quiet." Early Church literature popularized such doctrines, influencing medieval theology. Tertullian explicitly forbade women from speaking, teaching, baptizing, offering, or assuming male Church duties, including priesthood, around 225 AD. Despite male domination, women used rich mystical traditions to influence Church authority and literature. According to Emily A. Holmes in *Flesh Made Word*: [23]. In a visual and oral culture, women's interactions with words, ideas, symbols, and

Christian settings formed medieval Christian living theology. Women actively participated in their faith and helped create medieval Christian piety. Textile production illustrates this "theology-making," where medieval Christian culture and biblical exegesis relied on socially coded feminine interpretative practices.

Power Dynamics in Women

Women find authority strange, but it's a daily reality [24]. Women often face power imbalances and abuse. Women are empowered and powerless, making power problematic from many perspectives.

CONCLUSION

The data analysis highlights the complex relationships between variables affecting gender gaps and women's leadership. The key findings indicate that the latent variable of external influence and policy in women's empowerment, significantly influenced by indicators such as gender and development in the context of feminism and the emiratization program in the UAE, has a substantial impact on social roles and women's empowerment, which is heavily influenced by indicators like transformation of women's roles in the family and women's high performance and challenges. This suggests that improvements in factors represented by policy in women's empowerment can significantly enhance women's leadership represented by social roles and women's empowerment.

Additionally, the positive relationship between the relationship-based approach and gender identity and policy in women's empowerment, influenced by indicators such as awareness and training in social justice leadership and expression of gender identity in mainstream dance sport in the U.S., indicates that initiatives enhancing aspects represented by relationship-based approach and gender identity can positively contribute to policy in women's empowerment. The leadership and gender equality factor, significantly influenced by adaptability in women's leadership, shows that improvements in relationship-based approach and gender identity can directly affect outcomes represented by the leadership and gender equality factor.

Meanwhile, although the influence of innovation and digitalization in gender development on the leadership and gender equality factor is weaker, there is still a modest positive effect, with innovation and digitalization in gender development being significantly influenced by cultural diversity and digitalization in modern organizations. The strong relationship between social roles and responsibilities in organizations and innovation and digitalization in gender development suggests that improvements in social roles and responsibilities in organizations, heavily influenced by the implementation of green human resource policies and women's roles in Environmental, Social, and Governance (ESG) initiatives, can significantly enhance factors represented by innovation and digitalization in gender development.

The implications of these findings emphasize the importance of addressing structural barriers through policies and initiatives targeting critical areas, which can have a sustainable impact on women's leadership. Given the strong influence of indicators such as awareness and training in social justice leadership and cultural diversity and digitalization in modern organizations, cultural and policy reforms are essential to create an environment that supports women's

empowerment. Additionally, digitalization and access to technology and digital skills for women are crucial, as indicated by the relevance of variable social roles and responsibilities in organizations. A holistic approach integrating policies for gender awareness training and removing structural barriers across various sectors will create a more equitable environment for women's leadership. These strategies are expected to help close the gender gap and empower women to take on leadership roles effectively.

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