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BRIDGING THE GENDER GAP: CHALLENGES AND OPPORTUNITIES IN WOMEN'S LEADERSHIP IN THE DIGITAL AGE

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ABSTRACT

This research explores various factors affecting gender gaps and women's leadership, identifying persistent structural, cultural, and policy barriers despite progress in women's empowerment. Although gender equality policies have increased women's workforce participation, challenges such as wage gaps and underrepresentation in senior positions remain. Digitalization and diversity also play crucial roles, with unequal access to technology hindering women's participation in the digital economy. Different feminist approaches highlight varying perspectives that can impede consensus in development policies. This study employs qualitative analysis using N.V.I.V.O. software for data coding and theme processing. Additionally, traditions within the Catholic Church and Emiratization policies in the U.A.E. highlight the need for reforms to enhance women's roles. Initiatives in the private sector show progress, but corporate support for gender equality faces obstacles. A holistic and inclusive approach is required to address these gaps, encompassing more supportive policies, gender awareness training, and the elimination of structural barriers. These measures aim to minimize gender gaps in leadership, enabling women to contribute optimally across various life aspects.

KEYWORDS: Gender Gaps; Women's Leadership; Women's Empowerment; Gender Equality Policies; Structural Barriers; Digitalization and Gender

INTRODUCTION

The digital era presents significant opportunities to enhance inclusion and reduce gender leadership disparities, particularly in the traditionally male-dominated construction industry. With advancements in technology and digitalization, there is a chance to empower more women to assume leadership roles and promote gender equality in this sector [1].

Bridging the gender gap in the digital world requires a comprehensive approach. Beyond ensuring equal access to technology, it is crucial to strengthen women's skills and autonomy in utilizing digital technologies. This includes providing relevant training, promoting digital literacy, and creating supportive environments that enable women to use technology for empowerment and capacity building. Consequently, women can participate more effectively and compete in the digital era [2].

Digitalization offers opportunities for women's empowerment, but significant efforts are needed to overcome the barriers that hinder women's progress in the digital field. Challenges such as limited access to technology, gender stereotypes,

and digital skills gaps must be addressed to allow women to fully leverage the digital world's opportunities and play an active role in technological and digital economic development [3].

This research explores the connection between digital technology and women's leadership and why women still need to catch up in the rapidly evolving digital sector. It examines the factors affecting women's engagement and participation in technology, including social, cultural, and structural barriers, and how digital technology can promote gender equality in leadership [4].

Women face new challenges in the digital economy, including lower participation rates, wages, and underrepresentation in leadership positions. Global governance entities suggest addressing these issues to prevent widening gender gaps. They emphasize the importance of policies and actions that support gender equality to ensure that women can participate fully and fairly in the digital economy [5].

LITERATURE REVIEW

Feminism and Gender in International Development

The debates within the realm of gender and development are influenced by several different waves of feminism, as stated by Matos [6]. Feminist theories in international development have evolved from liberal feminism, associated with Women in Development (WID), to more radical, Marxist, and postcolonial movements, influencing the discourse on gender and development (GAD). These shifts moved beyond just including women in development policies to a deeper focus on gender dynamics and power relations. Early development initiatives, especially during the modernization era, often failed to address gender justice, particularly for women facing violence. From the 1950s to the 1970s, programs emphasized female leadership in health and family planning, but criticism arose regarding the treatment and representation of women. Recent feminist scholarship has critiqued the institutionalization and empowerment of women in developing nations, highlighting enduring stereotypes, particularly related to reproduction. The focus has now expanded to examining the cultural and social factors shaping these stereotypes and the representation of women in the Global South.

Deconstruction of Feminism on Women's Leadership in Organizational Contexts

According to Reynolds [7], Poststructuralist feminists and critical female scholars focus on the language of leadership in organizational contexts, using discourse analysis and deconstruction to examine how female leadership is shaped by androcentric norms. A deconstructive feminist analysis reveals that leadership qualities are often associated with masculinity, presenting a supposedly neutral evaluation of gender while acknowledging feminist influences on leadership behaviors. Johanson's 2008 study found that although contemporary leadership theories support behaviors that might be considered feminine, implicit leadership theories still stereotype leadership as masculine. This aligns with Eagly and Carli's 2004 conclusion on gender congruity in female leadership, showing that women face discrimination when their leadership behaviors do not align with masculine norms. Additionally, viewing female leadership through a gender lens reveals its romanticization, where female leaders are idealized, enhancing their mythic value and helping followers cope with organizational ambiguity. This romanticized leadership contrasts with corrupt, seductive male leadership, reinforcing gendered power hierarchies within leadership discourse.

Structural and Cultural Barriers to Achieving Women's Leadership

In their pursuit of leadership roles in international organizations and other fields, women have reportedly been met with many institutional and cultural obstacles, as stated by Haack [8]. Over time, women gained opportunities to participate in the League of Nations, either as representatives or staff members, although their roles were often met with mixed reactions. Dorothy Kenyon, a U.S. delegate, noted that while women worked in the Secretariat, they were typically assigned low-status, low-paid jobs. Women's presence in national delegations was rare and usually confined to topics considered suitable for them, such as social affairs, refugees, and hunger relief. The Fifth Committee, which focused on these issues, was disparagingly dubbed "la commission sentimental" by some, as noted by Ludin in 2019 and McCarthy in 2013. Despite these constraints, women gradually gained access to international politics, with figures like Dame Rachel Crowdy of the UK using women's organizations to support significant issues. In 1920, women's lobbying led to a female member joining the Permanent Mandates Commission. While some women, like those from Sweden and Norway, focused on nursing services, others, such as a Spanish delegate's 1931 resolution, pushed for more radical women's issues like equal rights treaties. Ludin in 2019 describes this resolution as a 'Trojan horse' for advancing feminist agendas within the League.

The most significant accomplishment of women's organizations is establishing a connection between the low social standing of women and the impediment that it poses to human progress and the well-being of future generations [8]. Through the Liaison Committee of Women's International Organisations, women's groups worked to foster relationships with male diplomats to encourage their participation in gender issues, focusing on nursing, maternal duties, and women's role in peacebuilding. In the realm of education, gender and leadership theories evolved significantly over the past fifty years. Radical feminist studies from the 1970s highlighted that women, despite being equal, bring distinct ideals to leadership. Black feminists in the 1990s pushed for poststructuralist feminism to address ethnocultural and racial

differences among women, emphasizing leadership subjectivity. Research in the 2000s shifted towards the interaction of gender and sexuality, shaped by critical masculinity and queer theory, incorporating postcolonial and Indigenous perspectives. Recent focus has expanded to gender fluidity and intersectionality, including race, culture, class, and sexuality, as well as post-humanist and materialist views on leadership in sustainable societies.

Although feminist ideologies seek social justice, not all studies on gender and educational leadership use feminist theories. It is crucial to recognize that leadership practices are influenced by structural, discursive, and material arrangements that perpetuate systemic inequalities related to race, gender, and sexuality globally. Case studies from Australia, the UK, and the US illustrate how norms of gender and racism shape educational leadership, revealing the barriers women face in attaining leadership roles. The studies emphasize the need for more inclusive and diverse strategies to address these structural and cultural obstacles.

Digital Transformation, Diversity, and Inclusion: Challenges and Opportunities for Women's Leadership in the Age of Artificial Intelligence

According to Heyworth, Malabago, and Ruhela [9], The contemporary work environment is undergoing significant change, driven by digital transformation, particularly artificial intelligence (A.I.), and the growing importance of dynamic human resources (H.R.). Globalization has reshaped the economy by removing trade barriers, creating a highly dynamic, borderless marketplace. As products, services, and ideas become more accessible, people frequently migrate for better opportunities, transforming the world into a global village.

In 2017, an estimated 66.2 million expatriates lived globally, with countries like Canada welcoming 410,000 new permanent residents in 2021. This migration has contributed to global cultural diversity, defined by Vossughi as the presence of various cultural groups within a region or globally. Factors such as ethnicity, language, religion, and family responsibilities contribute to this diversity. Esty et al. stress the importance of recognizing and accepting differences in age, ethnicity, gender, and class as key aspects of diversity.

Diversity entails embracing each individual's uniqueness and fostering an inclusive environment. Inclusion is the support provided across various domains such as race, disability, sexual orientation, and gender. In the age of AI, organizations prioritize diversity, inclusion, and digitalization to build cohesive, innovative teams that drive creativity, employee engagement, and better business outcomes. These strategies are essential for delivering exceptional service and improving business practices.

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

According to Piore and Schrank [10], Enforcing women's labor rights in the United States depends on the nature of the complaint, job type, and workplace location, with various agencies responsible for different infractions. The Occupational Safety and Health Administration (OSHA) handles workplace safety violations, while states like California or industries like mining fall under the jurisdiction of state-specific or specialized agencies like the Mine Safety and Health Administration (MSHA). Wage violations, such as unpaid overtime, are managed by the Wage and Hour Division of the Department of Labor, or state agencies like Michigan's or New Mexico's workforce solutions departments.

In the commercial sector, the National Labor Relations Board (NLRB) oversees workplace harassment related to union efforts, while state authorities handle harassment in the public sector. The Equal Employment Opportunity Commission (EEOC) investigates discrimination based on race, gender, or sexual orientation, with the Office of Federal Contract Compliance Programs (OFCCP) providing additional oversight for federal contractors.

Labor law enforcement in the U.S. is highly complex and distributed among specialized agencies, with experts such as attorneys, mediators, and industrial hygiene experts. The system's complexity stems from historical models, where large Fordist companies, labor unions, and macroeconomic stabilization helped shape specialized agencies. The repetition of tasks and predictability, as Duncan Watts suggests, enables agencies to meet workers' needs efficiently. This model ensures that workers' rights are consistently protected through specialized enforcement systems supported by historical and institutional frameworks.

Female Leaders vs. Members in Leadership: Interaction Dynamics and Organizational Influence

According to Uhl-Bien [11], The Leader-Member Exchange (LMX) hypothesis, introduced by Graen and Uhl-Bien in 1995, is a well-known relationship-based approach that examines the dynamic between female leaders and organizational members. According to this theory, effective leadership occurs when leaders and members develop productive relationships, leading to mutual benefits and achieving organizational goals. These relationships are built on ongoing interactions that generate reciprocal advantages, fostering influence and access to leadership benefits.

The LMX theory focuses on the nature and behavior of individuals as they interact with each other. Relationships begin through work-related exchanges and are shaped by several factors. First, individual characteristics, such as personal attributes, physical appearance, and psychological traits, play a significant role in defining the relationship. These traits are relatively stable and guide individuals in forming interpersonal connections.

Second, individuals' expectations of the exchange, shaped by prior experiences, external information, and implicit leadership theories, influence the nature of the relationship. Third, how people perceive female leadership and respond to exchanges during and after interactions also affects the relationship. From the perspective of the interacting entities,

the relationship can be viewed as a subject-object dynamic. When one individual perceives themselves as understanding the leadership relationship, they are the subject, while the relationship itself serves as the object. In this way, the relationship is understood solely from the perspective of the individual involved.

Gender Leadership in the United Arab Emirates

Khassawneh and Abaker [12] state the United Arab Emirates (UAE) emerged on the international market in the latter part of the 20th century, quickly transitioning from a rural agricultural society to an urbanized nation on par with other affluent countries, thanks to rapid economic development. However, Human Resource (H.R.) departments in the Gulf Cooperation Council (GCC) nations, particularly in the UAE, have faced challenges in professionalizing their H.R. practices and being recognized as valuable institutions in both the public and private sectors. Small and medium-sized businesses in the private sector often lack specific laws and processes regarding H.R. issues such as recruitment, promotions, pay, and training, and despite some changes, these challenges remain. Kaleem (2019) highlights that private-sector wages were typically lower than public-sector wages, with many private companies struggling with late or unpaid salaries.

In the UAE, around 7.384 million people are employed, with 86.5% men and 13.5% women. The Kafala sponsorship system, which underpins Qatar's labor market, is also present in the UAE. Workers are required to have a sponsor, with the government or a private entity acting as the sponsor, depending on the sector. The UAE government has prioritized hiring and training local citizens, aiming to reduce reliance on foreign workers and enhance the capacity of the national workforce. Emiratization, a key policy, focuses on hiring UAE nationals, particularly for positions that can be filled locally, such as administrative roles.

Job openings are available through various channels, including newspapers, social media, recruitment firms, and TANMIA, the UAE National Human Resource Development and Employment Authority. The Emiratization initiative, which seeks to increase the participation of UAE nationals in the job market, involves national policies and organizational efforts, but its success is dependent on a range of factors, from policy implementation to organizational practices.

Despite the significant economic transformation, issues in human resource management, the implementation of Emiratization, and the promotion of women's leadership roles continue to be central to the UAE's efforts toward creating a more inclusive and sustainable society.

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

According to Tarique, Briscoe, and Schuler [13], the Amsterdam Treaty, ratified in 1998, introduced an "employment chapter" in the European Union's foundational treaties, aiming to encourage high work engagement and social protection across member states. This chapter focuses on improving employability, enhancing adaptability through flexible work arrangements, strengthening equal opportunities policies, and promoting the integration of persons with disabilities. Its key objectives include improving employability for young and long-term unemployed workers, and fostering entrepreneurship by supporting business initiatives within communities.

To support the Social Charter's goals, the EU has implemented directives targeting specific concerns, requiring multinational corporations (MNCs) to align their policies with EU standards. These directives apply to all member states, eliminating the possibility for MNCs to seek "looser" employment laws in certain countries. Ensuring conformity has become more challenging with the EU's expansion to 27 member states.

The European Social Fund, established under the Social Charter, promotes geographical mobility and employment opportunities, with a focus on training programs for young workers, women, migrant workers, individuals at risk of unemployment, and employees in small and medium-sized businesses (SMEs). The Lisbon Treaty, which became legally binding in December 2009, further strengthens social rights, including protections against discrimination, unfair dismissal, and access to social security. It also enhances protections for female workers and social groups by reinforcing the Charter of Fundamental Rights, promoting inclusion and fairness in EU employment practices.

Awareness and Action in Women's Leadership: Transforming Leaders Towards Social Justice and Gender Equality

According to Thakadipuram [14], Leaders who prioritize social justice awareness and training play a crucial role in fostering equality, inclusion, and understanding within evolving economic contexts. Effective social justice programs provide employees and volunteers with foundational knowledge of key concepts like privilege, power dynamics, systemic oppression, intersectionality, and the historical context of social justice movements.

Leaders who are attuned to both overt and subtle societal injustices are better equipped to address pervasive issues within communities and institutions. Encouraging individuals to reflect on their biases, prejudices, and privileges, while creating safe spaces for this reflection, is vital. This process helps participants explore how their personal experiences and identities shape their views and interactions.

Additionally, emphasizing intersectionality—the interconnectedness of identities such as race, gender, class, sexuality, and disability—enables leaders to better understand the unique challenges faced by individuals with multiple identities. This awareness fosters empathy and solidarity, equipping leaders to support marginalized groups more effectively.

Studying historical and contemporary examples of social injustice, including systemic discrimination and inequality, is essential for preventing the reemergence of these issues. Understanding the impact of policies and social movements on marginalized communities prepares leaders to advocate for peace and justice in a complex, globalized world.

Overall, this approach not only strengthens the role of women leaders in promoting gender equality and social justice but also lays the groundwork for a more inclusive and equitable society.

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

According to Mason [6], Safeway has made significant strides in promoting women's leadership by offering a Women's Network to support women interested in advancing to management roles. The network sponsors events like presentations showcasing the achievements of Safeway women and provides opportunities for networking with executives, who help identify potential candidates for advancement. The company also emphasizes the need for more female mentors and role models, as there are not enough available. Through its work-life balance program, including flexible schedules, Safeway encourages women to maintain a healthy balance between their professional and personal lives. All management members participate in diversity workshops, and managers who meet diversity goals are rewarded with a 10% bonus increase. As a result of these efforts, Safeway has seen a 42% increase in female managers since 2000 and a 31% rise in women completing the Retail Leadership Development (RLD) program. Safeway's commitment to diversity has earned it the Catalyst Award, recognizing its efforts in promoting the growth of women and minorities.

Lease Plan USA has also focused on increasing the number of women in management roles. Despite most of its employees being female, senior management is predominantly male. The company recruited consultants to develop a program aimed at skill assessment, career coaching, and communication to help women advance. The program, which includes panel discussions and networking events, has led to a 12% increase in women who believe that job positions are awarded fairly and that management supports their career growth. As a result, the number of female senior managers has increased from four to six in two years.

However, challenges persist. Limited access to mentorship, the "old boy network," and negative stereotypes about women and minorities hinder professional advancement. These barriers are especially evident at Wal-Mart, where men dominate management roles, and women face more obstacles in learning about management opportunities. Wal-Mart's strong corporate culture and emphasis on efficiency create a system where management training positions are not posted, making it more difficult for women to access these opportunities. Wal-Mart is working to address this issue by implementing a system that posts all management positions, increasing opportunities for women to advance into leadership roles.

Gender Justice from a Philosophical and Social Perspective

According to Shabily [15], Gender equality plays a pivotal role in fostering moral sentiment among humanity, while inequality, from an ethical perspective, threatens the stability of social balance. The questions of gender and moral consciousness are deeply intertwined with the broader issue of justice—what is justice, and what should be just? Philosophers such as Plato, Aristotle, Kant, and John Rawls have pondered these profound questions of justice. Madame de Staël, for example, imagined a future where legislators would focus on women's education, civil protections, and their roles in society, aiming to improve their peaceful happiness.

Philosopher John Stuart Mill also highlighted countries where women have been historically silent on issues of gender equality, such as France, Italy, Switzerland, and Russia, indicating that these issues are not confined to one region but are global. Mill questioned how many women continue to silently hold aspirations for equality, despite social pressures to suppress these desires as inappropriate for their gender. The international nature of the women's movement is evident in the numerous literary and philosophical works that have contributed to improving women's status, with new leadership opportunities beginning to emerge in the late nineteenth century.

While modern women's social movements may sometimes face negative public perception, they continue to pave the way for future generations. The struggle for gender equality is not limited to the Western world but is a global issue, as women worldwide continue to confront injustice and inequality.

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

According to Wong [16], The study of mainstream Dancesport in the U.S., as highlighted by Peters in 1992, underscores the role of this art form in revealing gender cultures tied to masculinity and femininity. Costumes and attire are vital for expressing these gender identities, with women dressed in luxurious, brightly colored dresses adorned with sequins or feathers, styled hair, and intense makeup. Men, on the other hand, appear in black tuxedos or spandex tops with embellishments. Traditional ballroom dancesport pairs have clearly defined gender roles, with men leading the movements and women following.

Participation and evaluation in Dancesport are governed by aesthetic values and regulations set by major organizations like the British Dance Council, the World Dance Council, and the World Dancesport Federation. Dancers who deviate from these norms may face negative judgments from judges, affecting their rankings. The traditional appearances in ballroom dancesport portray men as aggressive and dominant, and women as gentle and sexually receptive, aligning with societal gender stereotypes through costumes, music, and movements.

The practice of Dancesport is deeply intertwined with issues of sex, gender, sexuality, and power, with movements and appearances embodying sexual conventions and gender metaphors.

Patriarchy in the Position of Women in the Medieval Catholic Church

According to Kay [17], The position of women in the medieval Catholic Church, and even in modern times, has been shaped and regulated by patriarchal norms, with spiritual power predominantly controlled by men. Scholars, both historically and in contemporary times, have recognized this. The Church, which was male-dominated, established control over spoken and written language. Scholars such as Monica Brezinski Potkay and Regula Meyer Evitt have noted that although Christianity regulated the behavior of both genders, it imposed more restrictive limitations on women. Educational opportunities were limited for women, and they were prohibited from teaching or using written or spoken words. This suppression is evident in canonical church writings, including the teachings of St. Paul, which stated, "I do not permit a woman to teach or to assume authority over a man; she must be quiet." These doctrines were deeply influential in shaping medieval theology.

Tertullian, around 225 AD, further circumscribed women's role in the Church, declaring that women were not allowed to speak in church or engage in activities such as teaching, baptizing, or participating in priestly duties. Despite this, women found ways to influence the Church through mysticism, a rich tradition that allowed them to express their spirituality and contribute to Christian thought. As Emily A. Holmes observes in *Flesh Made Word: Medieval Women Mystics, Writing, and the Incarnation* (2013), women played an active role in shaping the theology of the medieval Christian period by engaging with words, doctrines, symbols, and Christian spaces, often in a culture rich in oral and visual communication.

Women were key agents in the construction of popular piety during this time, influencing the interpretation of the Bible and contributing to the religious culture. Textile labor, for example, was another medium through which women's interpretative behaviors played a role in shaping medieval Christianity and its theological narratives.

Power Dynamics in Women's Lives

According to Clark [18], Power is a complex and often confusing reality for women, manifesting differently in various aspects of their lives. Many women reflect on the ways in which others have controlled or limited them, acknowledging the challenges they face. They often find themselves in situations where they hold power in some areas but feel powerless in others, creating a duality that is common in their experiences. Power for women is multifaceted, and there are different ways to perceive and utilize it. Clark identifies three types of power that can all be valid and effective when used intentionally. **Positional power** is hierarchical and depends on one's position within an organization or institution. For example, a vice president holds more authority than a senior manager. This power is granted by others and can be taken away, making it power "from the outside in." While often viewed negatively as "power over others," it remains an essential aspect of organizational leadership and decision-making processes. On the other hand, **relational power** arises from partnerships or teamwork, where individuals collaborate to achieve common goals. This type of power emphasizes shared authority and collective decision-making, allowing individuals to choose when to engage in or withdraw from partnerships. It highlights the importance of cooperation and working together to accomplish objectives that cannot be achieved alone. Lastly, **personal power** is self-generated, coming from an individual's internal strength and decision-making. It is not granted by others but arises from making deliberate choices for oneself. Personal power can be maintained or shared depending on one's actions, such as expressing opinions in meetings or acting with integrity. Conversely, relinquishing personal power can occur when individuals compromise their boundaries, such as saying "yes" when they want to say "no" or working beyond agreed hours without compensation. This is power "from the inside out," remaining within an individual's control regardless of the external context. These different forms of power highlight the various ways women experience and utilize power in both personal and professional settings, and each type can be empowering when used intentionally and effectively.

RESEARCH METHODS

For researchers, the NVivo application is an invaluable tool that streamlines and simplifies the process of organizing research data. NVivo helps researchers organize data into categories, significantly enhancing information management and analysis efficiency. It provides various features for managing data, including the ability to track and organize multiple records or raw data files from diverse sources such as interviews, questionnaires, focus groups, field observations, and published research. Additionally, NVivo supports data from images, diagrams, audio, video, web pages, and other documentary sources.

The application also aids in storing and managing raw notes, thoughts in memoranda, and information about data sources. NVivo helps researchers create conceptual maps to visualize results within the data, and it allows them to easily differentiate between data obtained from informants, researchers, and secondary sources like books, journal articles, research reports, historical documents, and online content. Moreover, NVivo facilitates research teams' collaboration, enabling more effective teamwork by providing ample space for shared work.

Particularly valuable in qualitative research, where data can be unstructured and sourced from various places, NVivo helps manage different data types, providing deeper insights and supporting a systematic, transparent analysis process. This makes NVivo essential for conducting thorough and comprehensive research.

DISCUSSION

To begin the discussion, it is essential to address several topics related to the gap between reality and achievements in women, gender, and leadership. An analysis of critical aspects and potential disparities can be illustrated in Diagram 1, "The Gap Between Reality and Achievements in Women, Gender, and Leadership." This diagram highlights various dimensions where gaps may exist, such as representation in leadership positions, equal opportunities, and recognizing contributions. By identifying these gaps, we can better understand the challenges and barriers women face in achieving true equality [19]and leadership roles and thus work towards more effective solutions and strategies for closing these gaps [20].

Diagram 1 Gap Reality dan Achievement Woman, Gender and Leadership
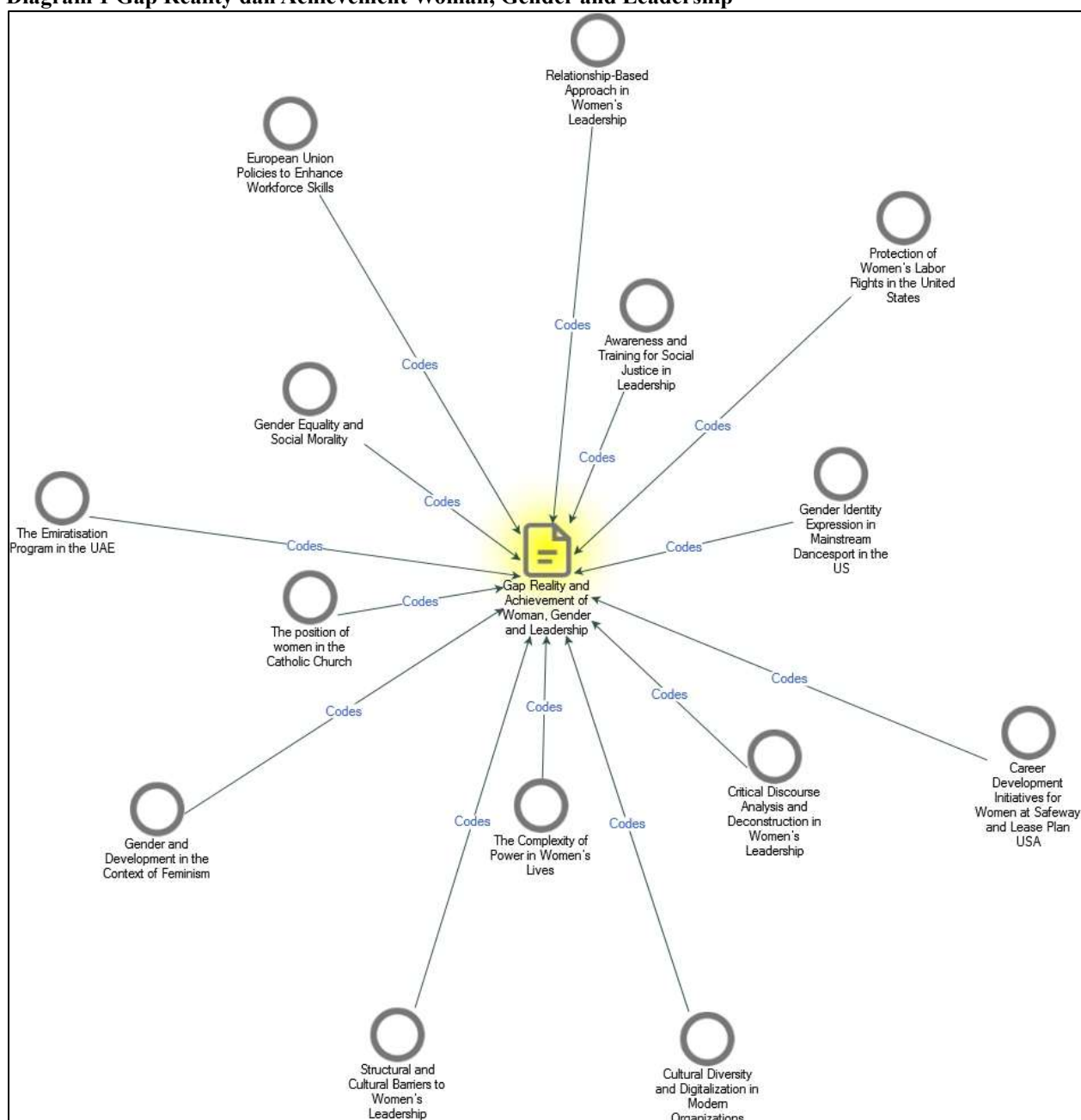
Complexities of Power in Women's Lives:

- **Reality**: Women often face complex power structures, including social norms, cultural expectations, or unsupportive policies.
- **Achievement**: Increased awareness and policies supporting women's empowerment in various aspects of life.
- **Gap**: Persistent structural and social barriers limiting women's access to leadership and decision-making roles.

Structural and Cultural Barriers to Women's Leadership:

- **Reality**: Cultural norms and gender stereotypes frequently obstruct women from attaining leadership positions.
- **Achievement**: Educational and training programs designed to enhance women's leadership skills.
- **Gap**: Slow cultural change and organizational policies still need to be fully inclusive for women.

European Union Policies on Enhancing Employability:

- **Reality**: E.U. policies have promoted gender equality and equal employment opportunities.
- **Achievement**: Increased female participation in the workforce and managerial positions.
- **Gap**: Ongoing gender pay gaps and underrepresentation of women in senior roles.

Cultural Diversity and Digitalization in Modern Organizations:

- **Reality**: The shift towards digitalization affects women's roles and participation in organizations.
- **Achievement**: Inclusive policies promoting cultural and gender diversity in the workplace.
- **Gap**: Unequal access to technology and training that could enhance women's participation in the digital economy.

Gender and Development in the Context of Feminism:

- **Reality**: Diverse feminist approaches to understanding women's roles and rights in development.
- **Achievement**: Strong advocacy for gender equality in development policies.
- **Gap**: Differing feminist perspectives may hinder achieving consensus in policymaking.

Women's Position in the Catholic Church:

- **Reality**: Church traditions and doctrines often limit women's roles.
- **Achievement**: Growing discussions on increasing women's roles within the Church.
- **Gap**: Slow changes in the church hierarchy that allow women to hold leadership positions.

Emiratization Program in the UAE:

- **Reality**: Emiratization policies aim to increase nationals' participation in the workforce.
- **Achievement**: Increased participation of Emirati women in various economic sectors.
- **Gap**: Gender disparities in access to quality jobs and leadership opportunities.

Women's Career Development Initiatives at Safeway and Lease Plan USA:

- **Reality**: Programs designed to support women's career advancement.
- **Achievement**: An increase in women holding managerial positions.
- **Gap**: Continued obstacles to full company support for gender equality.

For a more in-depth analysis, data and specific contexts for each topic in the diagram need to be evaluated. Case studies or relevant statistics can help better understand the gaps and the steps necessary to address them [21]. The percentage of gaps between reality and achievement can be found in Table 1, "Percentage Gaps in Women, Gender, and Leadership." This table will detail the specific metrics and measurements used to quantify these disparities.

Table 1 Percentage of Reality and Achievement of Gap Woman, Gender and Leadership

Influence Factors	Percentage coverage
Career Development Initiatives for Women at Safeway and Lease Plan USA	0.17%
Gender and Development in the Context of Feminism	0.23%
Gender and Development in the Context of Feminism\Critical Discourse Analysis and Deconstruction in Women's Leadership	0.15%
Gender and Development in the Context of Feminism\Cultural Diversity and Digitalization in Modern Organizations	0.41%
Gender and Development in the Context of Feminism\Protection of Women's Labor Rights in the United States	0.18%

Gender and Development in the Context of Feminism\Structural and Cultural Barriers to Women's Leadership	0.21%
Gender Equality and Social Morality	0.31%
Gender Identity Expression in Mainstream Dancesport in the US	0.24%
Gender Identity Expression in Mainstream Dancesport in the US\The position of women in the Catholic Church	0.27%
Relationship-Based Approach in Women's Leadership	0.24%
Relationship-Based Approach in Women's Leadership\Awareness and Training for Social Justice in Leadership	0.29%
Relationship-Based Approach in Women's Leadership\European Union Policies to Enhance Workforce Skills	0.16%
Relationship-Based Approach in Women's Leadership\The Emiratisation Program in the UAE	0.16%
The Complexity of Power in Women's Lives	0.16%

The available data covers various topics related to the "Gap in Women, Gender, and Leadership" and provides percentage coverage for each topic [22]. The analysis begins with calculating the average percentages and generalizing the gap between reality and achievements based on the given percentages.

Topics with the Highest Average Coverage Percentage:
1. Gender and Development in the Context of Feminism / Cultural Diversity and Digitalization in Modern Organizations [23]: 0.4062%
2. Gender Equality and Social Morality: 0.3124%
3. Relational Approaches in Women's Leadership / Awareness and Training in Social Justice Leadership: 0.2862%
4. Expression of Gender Identity in Mainstream Dancesport in the U.S. / Women's Position in the Catholic Church: 0.2708%
5. Expression of Gender Identity in Mainstream Dancesport in the U.S.: 0.2399%

Topics with the Lowest Average Coverage Percentage:
1. Women's Career Development Initiatives at Safeway and Lease Plan USA: 0.1746%
2. Relational Approaches in Women's Leadership / E.U. Policies on Workforce Skills Development: 0.1615%
3. Complexity of Power in Women's Lives: 0.1592%
4. Relational Approaches in Women's Leadership / Emiratization Program in the UAE: 0.1568%
5. Gender and Development in the Context of Feminism / Discourse Analysis and Deconstruction in Women's Leadership: 0.1544%

Gap Analysis: Topics with the highest coverage percentages indicate areas with greater focus on studies or policies [24]. However, this does not necessarily mean the real-world situation meets the desired expectations or standards [25]. Conversely, topics with the lowest coverage percentages may highlight areas needing more attention or effort to achieve gender equality and women's leadership goals.

This gap can be interpreted as:

• The gap between policy and implementation: Despite supportive policies, actual implementation may be lacking.

• Lack of representation in research: Some topics may need more study or documentation.

• Cultural and structural barriers: These factors may still pose significant obstacles to achieving gender equality. A more holistic approach is needed to narrow these gaps, including inclusive policies, awareness training, and removing structural and cultural barriers [26].

Further analysis is conducted using the Pearson Coefficient Correlation. The Pearson correlation analysis on the dataset provides insights into the relationships among various topics related to gender, feminism, and women's leadership [27]. The Pearson correlation coefficient measures the extent to which two variables linearly relate, ranging from -1 (perfect negative relationship) to +1 (perfect positive relationship), with 0 indicating no linear relationship. The Graph of the Pearson Correlation can be seen below:

Graph 1 Pearson Correlation Coefficient Clustered
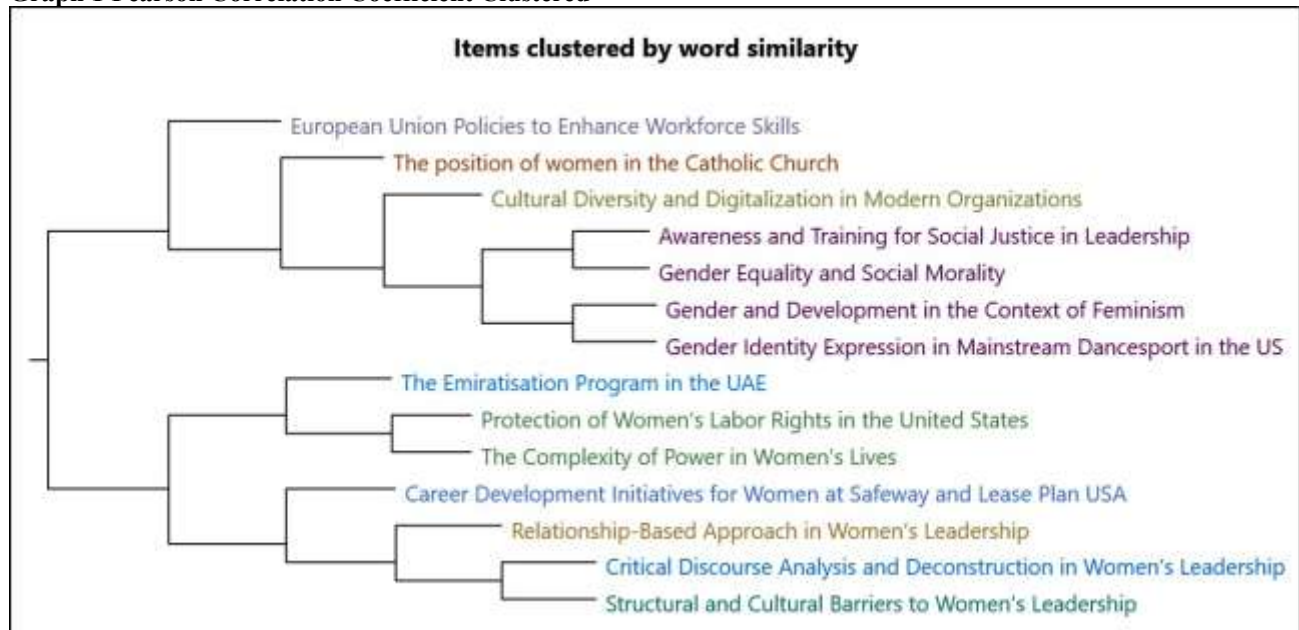
The data's correlation coefficient of 0.369 indicates a moderate positive relationship between "Gender Equality and Social Morality [28]" and "Relational Approaches in Women's Leadership [29]." This relationship suggests that discussions about social morality are often linked with gender equality issues in the context of women's leadership, possibly reflecting moral values underpinning efforts to achieve gender equality in leadership roles [30].

A moderate positive correlation, with a coefficient of 0.333, is also found between "Gender and Development in the Context of Western Feminism" [31]and "Complexity of Power in Women's Lives [32]." These two topics are often interrelated in discussions or research. In this context [33], Western feminism may provide a framework for understanding how power operates in women's lives, illustrating how power can be complex and layered in various situations [34].

Meanwhile, a correlation of 0.293 between "Gender and Development in the Context of Western Feminism" [35] and "Expression of Gender Identity in Mainstream Dancesport" [36] shows a weak positive relationship. This may indicate that although there is some connection between these topics, differing contexts or research focuses could reduce the strength of this relationship. Dancesport as a medium for gender identity expression may not always be directly linked to gender development issues within Western feminism.

A weak positive relationship is found between "Relational Approaches in Women's Leadership" and "Gender and Development in the Context of Western Feminism [5]," with a correlation coefficient of 0.292. This suggests that while there is some linkage, it is not significant. Relational approaches in leadership may be more closely related to other aspects of leadership or different social contexts than those described in Western feminism.

Lastly, a correlation coefficient of 0.276 between "Relational Approaches in Women's Leadership" [25] and "Gender and Development in the Context of Western Feminism" indicates a fragile positive relationship. This might suggest that while there are some interconnected elements, their influence is minimal and could be affected by numerous other factors not measured in this data.

Overall, the positive correlations in this dataset indicate some relationships between these topics, though most are not particularly strong [22]. This suggests that issues related to gender, feminism, and women's leadership are often complex and can be influenced by various factors. Interpreting these correlations can help understand the connections between these topics and how they may interact in different contexts.

CONCLUSION

This study highlights the ongoing gender disparities in leadership despite growing awareness and supportive policies for women's empowerment. Structural and social barriers, cultural norms, and gender stereotypes continue to limit women's access to leadership roles, even with educational and training programs designed to enhance their skills. While the European Union has made strides in promoting gender equality, issues like the gender pay gap and underrepresentation in senior positions persist. Digitalization further exacerbates disparities in access to technology and training, while differing feminist perspectives complicate policymaking. In religious contexts, such as the Catholic Church, traditional

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doctrines restrict women's roles. Similarly, while Emiratization policies in the UAE aim to increase Emirati women's workforce participation, gender disparities in leadership remain. Despite progress at companies like Safeway and Lease Plan USA, full corporate support for gender equality is still lacking. Ultimately, addressing these challenges requires a comprehensive approach that tackles structural, cultural, and policy barriers to women's leadership.

RECOMMENDATIONS

To address existing gaps, a more holistic and inclusive approach is needed, including:

- **More Inclusive Policies:** Ensuring policies support gender equality in practice, not just on paper.
- **Training and Awareness:** Enhancing gender awareness training at all organizational levels to challenge stereotypes and cultural norms.
- **Elimination of Structural Barriers:** Identifying and addressing structural barriers that prevent women from accessing leadership positions.

Implementing these measures is hoped to minimize gender disparities in leadership and allow women to contribute maximally across social, economic, and political spheres.

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