

# INCREASING WOMEN'S REPRESENTATION IN LEADERSHIP: CHALLENGES AND EFFORTS TOWARDS GENDER EQUALITY AT THE EXECUTIVE LEVEL

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## ABSTRACT

This study explores the gender gap in leadership, specifically focusing on the roles and challenges women face across various sectors. The data analyzed include correlations between multiple aspects of women's roles, personal responsibilities in leadership, and gender equality in corporate social responsibility (CSR) practices. The research utilized the NVIVO application to qualitatively measure achievements and realities in the issues of women, gender, and leadership gaps. The analysis results indicate a weak positive relationship between the challenges and opportunities for women in the information technology (IT) industry and personal responsibility in team leadership ( $r = 0.254958$ ). Additionally, women's roles in the family and community show a weak positive correlation with adaptability in female leadership in CSR practices ( $r = 0.237367$ ). Other correlations indicate fragile relationships between various variables, suggesting that while there has been progress in some areas, significant gaps remain in the implementation of gender values and recognition of women's roles across sectors. This study highlights the need for further efforts to address barriers and support women in reaching their full potential in various leadership contexts. The findings provide important insights for developing more inclusive policies and programs that support gender equality in leadership.

**KEYWORDS:** Gender Gap; Women's Leadership; Personal Responsibility; Gender Equality; CSR Practices; IT Industry.

## INTRODUCTION

Gender stereotypes exist in Indonesian public companies, where companies with female directors tend to perform and purchase shares better than those with only male directors. Studies have shown that companies with more diverse boards, including women, tend to perform better and provide higher employee compensation. This suggests that gender inclusion in leadership can benefit companies significantly [1].

Gender remains a significant factor in leadership practices, especially at higher levels predominantly occupied by men, with noticeable differences in leadership styles between men and women. In these positions, men are more prevalent than women, reflecting a disparity in representation. Despite progress, women still need to work on reaching the highest leadership positions, and their leadership style often differs, emphasizing collaboration and inclusivity compared to the more authoritative style commonly adopted by men [2].

## LITERATURE REVIEW

### Personal Responsibility in Specialized Team Leadership

Wyatt [3] argues that taking personal accountability as a leader of a specialized team is essential for elevating a team from excellent to exceptional. Whether we're talking about senior executive teams or sports teams, this job is about

ensuring each team member contributes to the team's top performance. Individual accountability for the team's success is the bedrock differentiator between high-performing and mediocre squads. Each member must take personal responsibility and work hard to achieve peak team performance.

Many people use the analogy of a "well-oiled machine" to describe a high-performing team. The parts and the people that make up this machine are all solid and work together in harmony. The results are perfect when a team's actions are well-coordinated and run smoothly. These groups play nicely when their leader (coach) tells them what to do. Nevertheless, the team must exert further work to achieve outstanding status—sometimes called the extra "half per cent".

Team members are more likely to support one another and adjust to new situations when they have a shared sense of identity, motivating them to do their best work. An exceptional football forward, for instance, has pinpoint accuracy and is perpetually at the right spot at the right moment. Also, they're not afraid to step in and help out when needed, which keeps their work ethic strong and encourages their colleagues to go after goals.

On the other hand, top-tier team players tend to measure their success not by the team's overall success but by their contributions and how successfully they carry them out. Every great team member works tirelessly to improve their performance and sees their name reflected in the team's stellar reputation. This isn't merely about the money or the praise; it's also about the shared vision and the strong sense of purpose that can only be attained as a team.

Team members like these picture themselves as grandparents who will be able to tell their grandkids tales of how they helped bring that vision to fruition. As an illustration, "Yes, I was a member of the World Cup-winning squad" or "Yes, I was an early employee of firm X, which helped launch a new industry in this city," are concrete examples.

Accordingly, taking the initiative as a leader of a specialized team is essential for reaching peak performance using individual efforts that are in harmony with the team's overarching objectives and vision.

There are several factors to think about when thinking about individual accountability in specialized team leadership: First, on an emotional and collective level, uniting around causes that go beyond short-term profits builds a sense of shared identity and purpose.

Second, the Team Perspective: Help teammates see the broader picture and work towards the organization's established objectives.

Thirdly, leaders must be genuine and purposeful in sharing the vision and journey they desire to follow as the boundaries between work and life become increasingly blurry.

### **Leadership, Individual Empowerment, and Business Development**

According to Yawn [4], being a woman who supports her family or takes the time to answer the questions of thousands of young people who share their struggles, simply showing their identity and wanting to know if they have a place in the industry, brings life. This is the essence of women's leadership. Every day, they aspire to "reach one; teach one," even while being part of one of the highest realities in the world, enabling them to reach millions. This is why people who initially joined the Below Deck Mediterranean organization did so, not for fame or the craziness of social media involvement.

Women with successful careers also want others within the Below Deck Mediterranean organization to share in that success. These women choose to invest in individuals, giving them the same opportunities they received as part of a life purpose they believe God has bestowed upon them. Mentoring is crucial for forwarding good deeds, fulfilling spiritual needs, and building strong loyalty within the group. This loyalty is vital in the maritime business, where reputation, safety, and millions of dollars are at stake.

By helping others grow, these women, in turn, support themselves, their businesses, and the industry's flourishing.

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

Regarding human resource management (HRM), owner-managers or top teams in SMEs frequently wield considerable sway, say Nolan and Harney [5]. Because of factors such as familial connections or a powerful small coalition, decision-making power is commonly concentrated in the hands of a single owner or manager under a concentrated ownership and control structure. A unitary ideology or the assertion of a familial atmosphere is often linked to this tight control in SMEs.

Possible ramifications include withholding financial or strategic information and a reluctance to outsource human resource management responsibilities. The impact of different leadership styles on employee experiences in small and medium-sized enterprises (SMEs) has been acknowledged for quite some time. The planned and intended performance results for SMEs are likewise defined by the parameters specified by concentrated control. Instead of complex financial criteria, these often shape socio-material riches, local excellence, succession, or survival.

A common misconception is that small and medium-sized enterprises (SMEs) only want to expand. The reality of most small businesses is a reflection of the survival mentality and the desire for autonomy held by their owners and management. This shows that investigating HRM choices and results in the SME setting requires a multi-faceted lens that considers local knowledge.

Consolidated ownership and control can affect the implementation of HR policies and practices in the context of women's HRM in SMEs. Decisions about hiring, promoting, and retaining female employees may be impacted by owner-managers personal biases and worldviews. A nurturing workplace could result from a cohesive worldview or a familial atmosphere. On the other hand, if there isn't also a dedication to diversity and gender equality, concentrated control can restrict women's voice in major decisions.

More effective and inclusive policies that address company demands and the welfare and empowerment of female employees can be developed by understanding the influence of concentrated ownership and control on HRM in SMEs. To further understand the impact of different ownership structures and leadership styles on women's experiences in SMEs, as well as how policy interventions might promote gender equality and the long-term viability of businesses in this setting, additional research is required.

### **Women's Career Development and Work Culture Adaptation in the Information Technology Industry**

Dash and Pattnaik [6] state that even when people are pleased and fulfilled in their current positions, they commonly move on to other jobs in the IT business. After working at MayoSys for three years, Manjoti, a woman with extensive intercultural and technical expertise, started to organize her career more strategically. As her self-assurance increased, she focused less on the job descriptions and more on the reputation of the firms she was applying to. She sought the assistance of a placement consultant in her search for a suitable position, during which she researched potential employers, read job descriptions, and researched strong brands that would look good on her resume and make her happy in her career.

After nearly seven weeks of interviews, IBI Corp, a top worldwide IT business, offered Manjoti a position as project leader and a 25% salary raise. It seemed inevitable that she would demonstrate her competence in her new role as Project Manager at MayoSys, so she accepted the promotion despite her reservations.

Manjoti adapted to the systematic and sequential style prevalent in big international corporations. She struggled to settle into her new role and learn the ropes at IBI for six months. She was proud of her intelligence and eager to learn new things. After just one year at IBI, she was sent to London for a new project built on her work at MayoSys. She oversaw initiatives at MayoSys worth 20-30 lakh rupees (INR), but they were far more significant at IBI, costing 4 to 6 crore rupees (INR) each.

Technology jobs stand out because they require domain expertise, technological proficiency, and a focus on the client. Manjoti's background as a programmer benefited all of her projects at IBI. After her colleagues had departed for the day, She would often jump right into coding, cleaning datasets, and running test reports.

Among Manjoti's most noteworthy events was when they had to deploy a massive codebase to provide quarterly reports for a top global insurance organization. The code was moved to production just 48 hours before the client's site was scheduled to go online. Unfortunately, the test reports created had erroneous data, bad formatting, and distorted information. The client's server again received corrupted reports after reverting the code, cleaning the database, and reloading backup data. It was a Saturday, and she still clearly recalls the angry customers who wanted their problems fixed by Monday morning and demanded penalties and harsh action. Such work practices were not possible back then due to a lack of internet access or the possibility of working remotely.

This highlights that women in IT, like Manjoti, must be flexible and resilient in the face of enormous obstacles. Their technical proficiency and capacity to understand and function within diverse work cultures will dictate their level of success. Women in information technology (IT) are increasingly important in propelling innovation and change in this rapidly evolving field.

### **Legal Protections for Women's Freedom Against Physical, Economic, and Moral Power, and Collective Power in Companies**

According to Commons [7], distinguishing between legal power and individual physical, economic, and moral power reveals that moral power pertains to various aspects of an individual's influence over others. Legal power, or freedom, is the capacity to deploy the state to enact, enforce, and sanction individuals' use of physical, economic, or moral power. This freedom represents the state's power granted to individuals while individuals themselves exert physical, financial, or moral power. These two forms of power complement each other, as individual power is exercised through actions, avoidance, and patience, which are physical dimensions of transactions. Meanwhile, legal power encompasses force, disability, obligation, and immunity, reflecting the state's aid, indifference, or resistance in compelling others to act, avoid, or refrain beyond the individual's capacity.

Legal power, or freedom, is substantive even though it cannot be separated from remedial power, as it forms the substance underlying full membership or citizenship in a company. It signifies the extent to which collective power listens to, legitimizes, and implements individual and collective will within the interests of subordinates. As individuals are endowed with power from state sovereignty, they receive protection from exploitation as enslaved people, children, women, or foreigners and become fully-fledged citizens. Companies can evolve from conspiracies into corporations. This substantive and remedial power is a crucial factor in expanding modern capitalism, as it enables businesspeople who are citizens of a large nation to extend their influence globally. It also facilitates the establishment

of credit systems that create binding obligations for entrepreneurs, their successors, and their debtors, extending over years and decades, thus granting a form of immortality to their businesses.

Legal power protecting women's freedom from physical, economic, and moral power, as well as collective power in companies, is essential to understanding power dynamics and rights in modern society. With this freedom, women can access legal protections and remedies to uphold their rights and fully participate in economic and social life. Such legal power provides a foundation for gender equality and inclusion, fostering a more equitable and balanced environment in the workplace and society.

### **Gender Equality in Practice and Corporate Social Responsibility**

According to Grosser, Moon, and Nelson [8], the exploration of gender studies about Corporate Social Responsibility (CSR) is relatively novel compared to its intersection with Business Ethics (BE). This is because CSR, as a significant field, emerged more recently. CSR began to take shape as a research domain around the turn of the 21st century, building on earlier studies that still need to address CSR, which was more isolated in the early 1950s. By 2002, academics recognized the importance of CSR as nearly equivalent to entrepreneurship. Since then, the field has expanded, with leading management and business journals publishing special issues, review articles, and individual papers that broaden empirical and theoretical knowledge about CSR.

This discussion focuses specifically on gender equality, exploring how gender issues intersect with CSR in corporate boardrooms and throughout the company's supply chain. It refers to companies' community impact, for example, in the mining sector and through microfinance and entrepreneurship programs run by companies to enhance women's positions. Additionally, attention is given to gender equality among stakeholders and in the context of CSR as a complementary governance process.

Interest in gender equality within CSR research is partly driven by CSR practices, with many initiatives now focusing exclusively on both gender and CSR issues simultaneously. Examples include the Women's Empowerment Principles (developed in partnership between the United Nations Global Compact and UN Women). Many other international initiatives aim to integrate gender equality considerations into broader CSR programs, such as the gender reporting criteria of the Global Reporting Initiative (informed by a gender working group) and work on gender equality within the Ethical Trading Initiative.

With increasing interest from feminist researchers across various disciplines, there is growing recognition that feminist theory is necessary for analyzing gender and CSR initiatives. However, such theories are rarely cited explicitly in published works. Furthermore, the evolving relationship between BE/CSR and feminism, based on bibliographic literature analysis, will be explored in further discussions.

### **Self-Care in Leadership During the COVID-19 Pandemic**

According to King [9], within female leadership, the term "pivot" has become a pivotal concept to describe the ability to think, act, and execute quickly during the pandemic. This term, still relevant today, encompasses flexibility, creativity, and adaptability—crucial qualities when seizing new opportunities from challenging circumstances.

When clients approve the continuation of a program, it affirms the significance of the work involved. Expressions like "Approval to participate in this offered class can be a choice within the entertainment atmosphere and the element of self-care during this unusual time in the COVID-19 pandemic" highlight the importance of self-care in the context of female leadership programs. Emphasizing self-care as a component of female leadership programs underscores a crucial element of effective leadership: leaders cannot lead well without taking care of themselves in all aspects.

Self-care is only sometimes explicitly stated as a goal in leadership development programs. However, March 2020, during the COVID-19 pandemic, was an exceptional month—so were the subsequent months and years. This situation indicates that self-care is necessary for female leadership programs, reflecting what female leaders, particularly Black women leaders, will need moving forward.

In reimagining female leadership, it is valuable to allow discussions about the stress brought on by the uncertainty of the COVID-19 pandemic. Sessions addressing stress initiated a trend that continued throughout the year, as female leaders also described the need for strategies to care for their well-being and that of their employees. The COVID-19 pandemic reinforced the necessity of creating safe spaces to be authentic and prioritize one's own needs first for effective female leadership at work, at home, and in the community. The need for self-care is expected to persist.

To be influential leaders, especially as Black women guided by spiritual principles, it is essential to reimagine the role and potential of female leaders starting from a place of wholeness. Not from a place of breakdown but from a supportive, stable environment. Not from mere busyness but from achieving goals. Not from repetitive reactivity but from responsive leadership to the needs of female leaders, characterized by openness and internal peace.

Female leaders aspire for success, often seeking specific outcomes related to financial gain, positions of authority, or a favourable work environment. While these external factors are important, they rarely form the underlying elements of a female leadership model centred on well-being, particularly for Black women. The high-stress conditions of the COVID-19 pandemic forced female leaders to reimagine their leadership approaches, develop creative strategies, and shift to new ways of building effective teams.



## **Workplace Culture Transformation: Challenges and Strategies in Implementing Green Human Resource Management**

According to Ndlovu and Ndlovu [10], implementing Green Human Resource Management (Green HRM) policies signifies a shift in work practices and reflects the dynamics of gender and leadership within organizations. It is crucial to assess how these strategies impact women in the workplace and how leadership roles can foster gender inclusivity. Firstly, Gender Challenges in Implementing Work From Home (WFH) Policies: When organizations adopt flexible work arrangements such as working from home, it can significantly affect women. While WFH may enhance work flexibility, women often face additional hurdles, such as separating work from traditional household duties. Managers must ensure that such policies do not worsen gender imbalances in domestic responsibilities.

Secondly, Leadership in Creating an Inclusive Work Culture: Effective leadership requires developing an inclusive work culture where gender differences are recognized and treated equitably. Leaders must promote policies that support a healthy work-life balance for all employees and address the challenges women face in the workplace.

Thirdly, Positive Impact on Women's Leadership: Implementing Green HRM strategies focusing on gender can positively affect women's leadership roles. By fostering a work environment that emphasizes flexibility and inclusivity, organizations can enhance the representation and influence of women in leadership positions. This is significant because female leaders often bring unique perspectives on sustainability and corporate social responsibility. Therefore, the success of implementing Green HRM depends on the policies and infrastructure provided and how organizations manage gender dynamics and leadership to achieve overall sustainability and operational effectiveness. Leaders must act as change agents in creating a work culture that supports gender balance and empowers women to fully contribute to the organization's transition towards a more sustainable future.

## **Transformation and Sacrifice of Women in Family Dynamics: Adjustments to Change, Sacrifice, and the Journey to Well-being**

According to Tomkins [11] the transformation of women's roles within the family often reflects adjustments to economic and social changes. In this narrative, an example like Grete, Gregor's sister from Franz Kafka's novel *The Metamorphosis*, illustrates a shift from caretaker to worker. This exemplifies how women adapt to changing family economic circumstances. As all family members start working, the traditional caregiving role of women shifts, demonstrating the need for women to adjust to economic changes and evolving gender roles.

Women's sacrifices within the family are often invisible but highly significant. For instance, Grete initially cares for Gregor with great dedication, but over time, she sacrifices her caregiving role to become an economic contributor to the family. Her emotional and physical sacrifices reflect women's common sacrifices to balance their family and professional responsibilities. This also highlights the pressures women face in managing dual roles.

Women's journey toward well-being within the family context frequently involves role transformation and recognition of their potential. By the end of the narrative, Gregor's family begins to view Grete as a young woman with new potential and hopes for the family's future. This reflects how women's leadership within the family can evolve and be acknowledged over time. Such recognition is a crucial step in their journey toward well-being and underscores the importance of empowering women within family dynamics.

Women's leadership within the family often goes unrecognized but is highly influential. Through her transformation and sacrifices, Grete exhibits strong leadership qualities. She takes on new responsibilities, adapts to changes, and contributes to the family's well-being. This research highlights that women's leadership is vital in professional contexts and within the family, where their roles are often crucial to achieving collective well-being.

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

According to Duval-Lantoine [12] leaders are responsible for upholding military values and adhering to leadership doctrines to influence service members' behaviour in line with a military ethos. Specifically, leaders must embody the values they wish to instil in their subordinates, shaping the organizational culture. Senior leaders are tasked with communicating the necessary values to create the right conditions for success when steering institutions by developing strategic and professional conditions to ensure operational effectiveness.

Leading an institution and ensuring operational effectiveness also entails achieving full gender integration and successfully embedding values that align with organizational and cultural changes. Leaders are expected to proactively pursue cultural shifts, including communicating new values, modelling their behaviour, and managing their progress. In the 1990s, situational leadership was valued for its success, meaning leaders had to adapt their leadership style based on various factors such as the task at hand, the attitudes of followers, the environment, the timeframe, and others. In gender integration, leaders are responsible for adjusting their leadership styles to meet the demands of orders from the Canadian Human Rights Tribunal (CHRT), which has legal authority in Canada. However, many methods public officials and senior leaders use to implement gender integration can impede the achievement of institutional goals. The failure to meet organizational objectives can result from toxic environments, which can severely impact military leadership.

### **The Central Role of Women in ESG Performance in Building Corporate Reputation and Long-Term Value**

Public opinion of an organization's ESG performance is critical to its reputation and brand image in today's globally interconnected business landscape [13]. Multiple studies have shown that gender diversity in senior management leads to more inclusive and sustainable decision-making; thus, it's crucial that women lead ESG projects.

Stakeholders are likelier to believe in and support businesses with strong ESG performance. In this regard, a company's good reputation dramatically benefits from having women at the helm of ESG activities. A company's reputation and bottom line can be hit if its ESG performance is subpar. Regarding social and environmental issues, women frequently offer a fresh viewpoint that helps businesses take the lead.

By incorporating sustainability concerns into their business plans, companies can improve their ability to respond to shifting market conditions, compete for top talent, and foster positive relationships with stakeholders. Women in ESG leadership positions frequently spearhead sustainable technologies and projects, which benefit businesses in the long run. A company's ability to proactively handle ESG issues is critical in attracting socially conscious customers and investors.

ESG reporting must be thorough and consistent to succeed in today's interconnected business world. Global female-led businesses face unique challenges as they adapt to local norms and regulations. A company's ability to communicate its commitments and performance worldwide can be aided by having women in senior positions who push for more open and accountable ESG reporting.

Digital technologies have expedited gathering, analyzing, and sharing ESG data. One of the most influential public narratives regarding an organization's ESG performance circulates on social media. Women in ESG leadership roles often use these technologies to increase openness and encourage positive stakeholder communication. As a result, businesses can better handle public pressure and maintain a positive online reputation.

Businesses must invest in solid systems, procedures, and people to keep up with the increasing demands on ESG reporting. Part of this process involves working with external ESG reporting standards and frameworks and incorporating new data collection and analysis technology. These initiatives are typically spearheaded by women in ESG leadership roles, which helps organizations meet and even beyond stakeholder expectations.

It is essential that women head up ESG activities to build a good reputation for the company and create value for the future. Women in ESG leadership positions contribute to increased adaptability, innovation, and social responsibility by incorporating sustainability into company strategies and leveraging digital technologies for transparent reporting. By doing so, businesses satisfy their stakeholders and lay the groundwork for continued success.

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

According to Johannessen [14], achieving peak performance often requires women to navigate unique career and personal development challenges. Several key factors contribute to women's success in reaching their highest performance, including a strong vision, clear goals, effective teamwork, and robust inner drive. Understanding these factors can provide deep insights into how women can advance to the top of their careers.

A vision that extends beyond personal interests is a primary factor driving women to achieve peak performance. Women with grand visions are often motivated by goals greater than themselves, such as contributing to society or inspiring future generations. Clear and measurable goals help women remain focused and motivated to achieve desired outcomes.

Teamwork is also crucial to reaching peak performance. In collaborative work environments, women can leverage the skills and perspectives of other team members to achieve common goals. Effective teamwork allows women to build strong support networks and enhance their ability to tackle challenges.

A solid inner drive is a critical differentiator between those who achieve average performance and those who reach success. This internal motivation is crucial in determining whether an individual can achieve outstanding results. Women with a strong inner drive tend to be more confident and believe they impact their career development. This confidence helps them stay focused, even in the face of obstacles or setbacks.

Additionally, adaptability and the ability to adjust leadership styles and career paths are essential for maintaining momentum and goal focus. Women who can adapt their strategies to changing external environments demonstrate the flexibility needed to stay on the path to peak performance.

It is also important to acknowledge that feelings of powerlessness can hinder achieving top performance. Women who feel they have little control over their lives and careers are likely to experience a decline in performance levels. Overcoming these feelings of powerlessness requires a shift in perspective and increased self-confidence, which can be achieved through mentoring, training, and support from professional networks.

By integrating a strong vision, clear goals, effective teamwork, a strong inner drive, adaptability, and confidence, women can navigate the path to peak performance. This transformation not only provides personal benefits but also strengthens their contributions to organizations and society at large. Women who achieve peak performance become role models and inspirations for future generations, encouraging more women to pursue their dreams and goals with enthusiasm and determination.

## RESEARCH METHODOLOGY

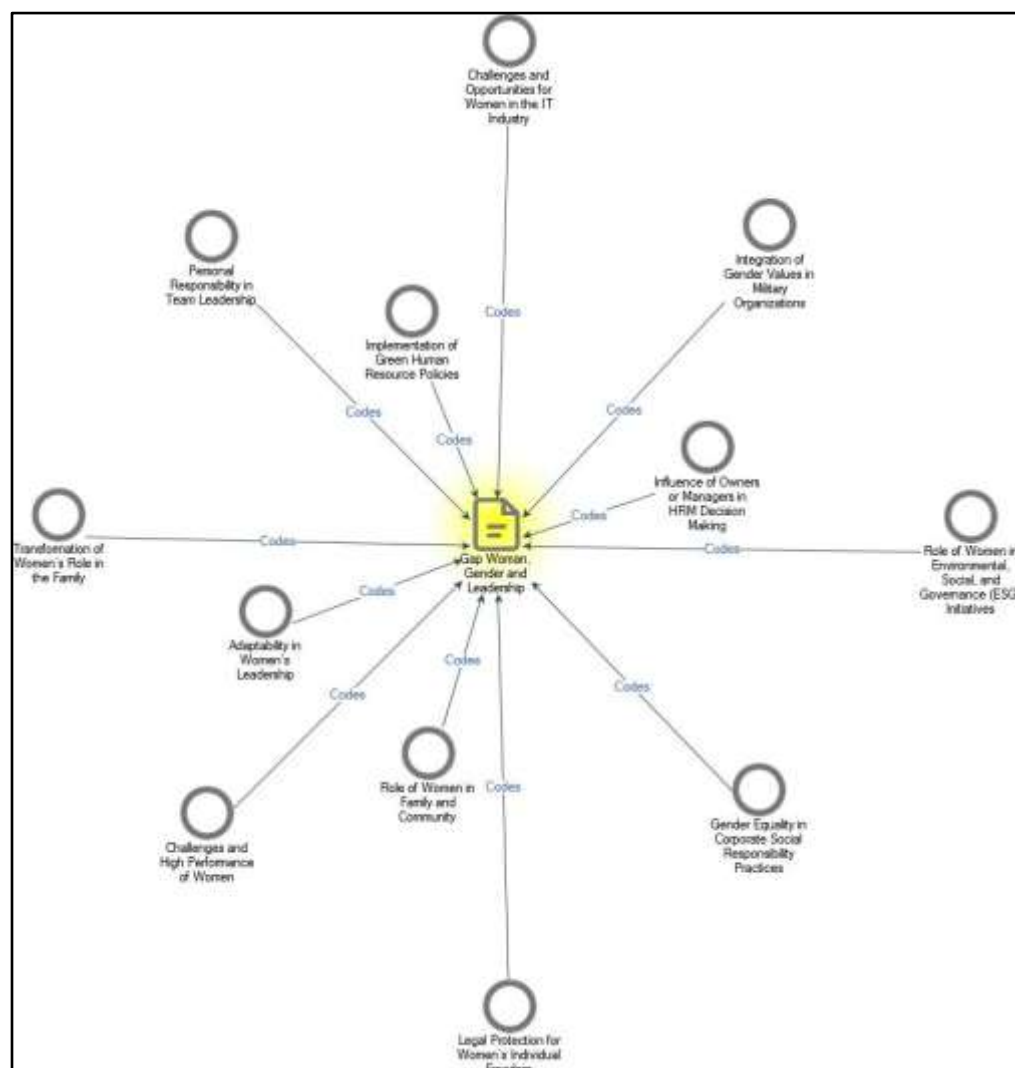
Qualitative Data Analysis with NVivo involves critical principles and techniques, such as ensuring that the analysis strategy guides the use of the software tool, as outlined in CAQDAS pedagogy and the Five-Level QDA method. NVivo, a popular software for qualitative analysis, facilitates the exploration and categorization of text-based data through features like coding-and-retrieval functions and the ability to build conceptual frameworks and theories by linking codes. This software aids in conducting systematic and high-quality qualitative analysis, offering tools for transcription, data import, coding, team coding, maintaining audit trails, creating Numerical Content Analysis Tables, and preparing work for publication.

Moreover, NVivo supports literature reviews by providing tools such as coding, automatic coding, note-taking, linking, and querying, which enable effective organization and access to text data throughout all stages of research. Additionally, NVivo is used in comparative content analysis to identify social and commercial entrepreneurship determinants through cluster analysis, Venn diagram analysis, and word cloud methods [15]

### Discussion

In recent decades, there has been a significant increase in the representation of women across various sectors, including leadership positions. However, despite this progress, a notable gap remains between achievements and the reality of gender and leadership. This disparity between achievements and reality can be observed in the following diagram (Diagram 1).

Diagram 1: Gap Between Achievements and Reality in Women, Gender, and Leadership



## Gender Representation in Organizational Structures

The number of women in leadership positions has risen in many organizations. However, women are still underrepresented at the executive and board levels. Data reveals that only about 5% of global CEOs are women. This indicates that despite progress, significant work remains to achieve gender equality at the highest levels of organizations.

### Public Perception of Women

Society is increasingly aware of the importance of gender equality. Yet, gender stereotypes and biases continue to shape public views on women's leadership capabilities. Women are often judged less favourably in leadership potential assessments than men, even when their performance is equal to or surpasses that of their male counterparts.

### Access to and Control of Resources

Efforts have been made to enhance women's access to crucial resources such as professional networks and training opportunities. Nonetheless, women often have more limited access than men, which hinders their ability to advance and reach higher leadership positions.

### Leadership and Decision-Making

Women demonstrate solid and practical leadership abilities across various contexts. However, they frequently encounter significant challenges, such as gender bias, family responsibilities, and a lack of structural support, which make it more difficult for them to attain and maintain leadership roles [16].

### Challenges and Opportunities in Leadership

There is increasing support for women in leadership roles through mentoring and sponsorship programs. Nevertheless, women still face notable challenges like gender bias and insufficient structural support. More efforts are needed to address these barriers and help women reach their full potential [17].

### Gender Equality in Corporate Social Responsibility (CSR) Practices

Some companies have integrated gender equality into Corporate Social Responsibility (CSR) practices. However, the implementation of gender equality in CSR remains inconsistent and varies widely. This highlights that, despite good intentions, much work remains to ensure gender equality across all business aspects.

### Integration of Gender Values in Military Organizations

In military organizations, the integration of gender values is still relatively low, at only 0.09%. However, women's roles in Environmental, Social, and Governance (ESG) initiatives show improvement with a percentage of 0.16%. Women's high performance in challenging contexts reaches 0.26%, demonstrating significant achievements despite ongoing challenges.

### Gender Equality in CSR Practices

Gender equality in CSR practices is currently low, at 0.08%. However, women's adaptability in leadership is higher, at 0.26%. Implementing Green Human Resources (HR) policies is also notable, at 0.22%. Transformations in women's roles within families reach 0.14%, indicating a shift towards more inclusive family dynamics.

### Women's Roles in Family and Community

Women's contributions in family and community roles reach 0.23%, reflecting significant involvement. However, the influence of owners or managers in HR decision-making remains low, at 0.05%, showing that management decisions are still predominantly male-driven.

### Legal Protection for Women's Individual Freedom

Legal protection for women's freedom stands at 0.12%, indicating efforts to safeguard women's rights. Personal responsibility in team leadership is also notable, with a percentage of 0.11%.

### Challenges and Opportunities for Women in the IT Industry

In the information technology (IT) industry, women's challenges and opportunities reach 0.17%, suggesting that despite the challenges, there are opportunities for women to advance in this sector.

Table 1 shows the gap between achievements and realities affecting women's leadership and gender. It shows the percentage of the accomplishments in Women, Gender, and Leadership.

**Table 1 Percentage Coverage of Faktor of Women, Gender, and Leadership**

Factors Influencing Percentage Coverage	Percentage coverage
Challenges and Opportunities for Women in the IT Industry	0.17%
Gender Equality in Corporate Social Responsibility Practices	0.08%
Gender Equality in Corporate Social Responsibility Practices\Adaptability in Women's Leadership	0.26%
Gender Equality in Corporate Social Responsibility Practices\Implementation of Green Human Resource Policies	0.22%



Gender Equality in Corporate Social Responsibility Practices\Transformation of Women's Role in the Family	<b>0.14%</b>
Integration of Gender Values in Military Organizations	<b>0.09%</b>
Integration of Gender Values in Military Organizations\Challenges and High Performance of Women	<b>0.26%</b>
Integration of Gender Values in Military Organizations\Role of Women in Environmental, Social, and Governance (ESG) Initiatives	<b>0.16%</b>
Legal Protection for Women's Individual Freedom	<b>0.12%</b>
Personal Responsibility in Team Leadership	<b>0.11%</b>
Role of Women in Family and Community	<b>0.23%</b>
Role of Women in Family and Community\Influence of Owners or Managers in HRM Decision Making	<b>0.05%</b>

Further measurement was conducted to understand each factor using Pearson correlation as follows:

1. Challenges and Opportunities for Women in the IT Industry with Personal Responsibility in Team Leadership, with a correlation of 0.254958, indicates a weak positive relationship. This suggests that when women face challenges and opportunities in the IT industry, their responsibility in team leadership slightly increases.
2. Women's Roles in Family and Community with Gender Equality in Corporate Social Responsibility (CSR) Practices, with a correlation of 0.237367, shows a weak positive relationship. This indicates that women's roles in family and community are slightly related to adaptability in female leadership within CSR practices. Women active in family and community roles tend to be more adaptable in their leadership roles at work.
3. Personal Responsibility in Team Leadership with Women's Roles in Family and Community, with a correlation of 0.18832, demonstrates a very weak positive correlation. This indicates a slight relationship between personal responsibility in team leadership and the influence of owners or managers in HR management decisions within women's roles in family and community.
4. Personal Responsibility in Team Leadership and Gender Equality in CSR Practices: A Correlation of 0.183035 shows a fragile positive relationship. This suggests that personal responsibility in team leadership is slightly related to gender equality in CSR practices.
5. Personal Responsibility in Team Leadership with Women's Roles in Environmental, Social, and Governance (ESG) Initiatives, with a correlation of 0.179838, indicating a very weak positive correlation. This shows that personal responsibility in team leadership is slightly related to women's roles in ESG initiatives within military organizations.
6. Challenges and High Performance of Women with Green HR Policy Implementation, with a correlation of 0.175718, shows a fragile positive relationship. This suggests that challenges and high performance among women are slightly related to implementing Green HR policies in CSR practices.
7. Women's Roles in ESG Initiatives with Influence of Owners or Managers in HR Management Decisions, with a correlation of 0.172825, demonstrating a fragile positive relationship. This indicates that women's roles in ESG initiatives are slightly related to the influence of owners or managers in HR management decisions within the family and community context.
8. The correlation between Personal Responsibility in Team Leadership and Adaptability in Female Leadership, 0.154032, shows a fragile positive relationship. This suggests that personal responsibility in team leadership is slightly related to adaptability in female leadership within CSR practices.
9. Challenges and Opportunities for Women in the IT Industry with Influence of Owners or Managers in HR Management Decisions, with a correlation of 0.13383, indicating a fragile positive relationship. This suggests that challenges and opportunities for women in the IT industry are slightly related to the influence of owners or managers in HR management decisions within the family and community context.
10. Influence of Owners or Managers in HR Management Decisions with Integration of Gender Values in Military Organizations, with a correlation of 0.118445, shows a fragile positive relationship. This indicates that the influence of owners or managers in HR management decisions is slightly related to the integration of gender values in military organizations.
11. The correlation of Women's Roles in the Family with Green HR Policy Implementation, 0.106803, shows a fragile positive relationship. This suggests that the transformation of women's roles in the family is slightly related to implementing Green HR policies in CSR practices.
12. Influence of Owners or Managers in HR Management Decisions with Gender Equality in CSR Practices, with a correlation of 0.096077, indicating a fragile positive relationship. This shows that the influence of owners or managers in HR management decisions is slightly related to gender equality in CSR practices.

13. Challenges and High Performance of Women with the Influence of Owners or Managers in HR Management Decisions, with a correlation of 0.082599, demonstrate a weak positive relationship. This indicates that challenges and high performance among women are slightly related to the influence of owners or managers in HR management decisions within the family and community context.
14. Women's Roles in ESG Initiatives with Gender Equality in CSR Practices, with a correlation of 0.07472, shows a weak positive relationship. This suggests that women's roles in ESG initiatives are slightly related to gender equality in CSR practices.
15. The correlation between challenges and High Performance of Women and Personal Responsibility in Team Leadership, 0.06837, indicates a weak positive relationship. This shows that challenges and high performance among women are slightly related to personal responsibility in team leadership.
16. The correlation of Transformation of Women's Roles in Families with Challenges and Opportunities for Women in the IT Industry, 0.064389, shows a fragile positive relationship. This suggests that the transformation of women's roles in the family is slightly related to the challenges and opportunities for women in the IT industry.
17. The correlation of 0.06415 between the transformation of women's roles in the family and the influence of owners or managers in HR management decisions shows a fragile positive relationship. This indicates that the transformation of women's roles in the family is slightly related to the influence of owners or managers in HR management decisions within the family and community context.
18. The correlation between the Transformation of Women's Roles in Families with Challenges and High Performance of Women, 0.061314, demonstrates a fragile positive relationship. This shows that the transformation of women's roles in the family is slightly related to women's challenges and high performance within military organizations.
19. Transformation of Women's Roles in Family with Personal Responsibility in Team Leadership, with a correlation of 0.053099, indicating a fragile positive relationship. This suggests that the transformation of women's roles in the family is slightly related to personal responsibility in team leadership.

The Pearson correlation coefficient mentioned above is a statistical measure used to assess the strength and direction of the linear relationship between two variables. Pearson correlation values range from -1 to 1:

1. -1 indicates a perfect negative correlation.
2. One indicates a perfect positive correlation.
3. 0 indicates no linear correlation.

This correlation can be seen in Table 2, "Pearson Correlation."

**Table 2 Pearson Correlation Coefficient of Woman, Gender and Leadership**

Code A	Code B	Pearson correlation coefficient
Personal Responsibility in Team Leadership	Challenges and Opportunities for Women in the IT Industry	0.254958
Role of Women in Family and Community\Influence of Owners or Managers in HRM Decision Making	Gender Equality in Corporate Social Responsibility Practices\Adaptability in Women's Leadership	0.237367
Personal Responsibility in Team Leadership	Role of Women in Family and Community\Influence of Owners or Managers in HRM Decision Making	0.18832
Personal Responsibility in Team Leadership	Gender Equality in Corporate Social Responsibility Practices	0.183035
Integration of Gender Values in Military Organizations\Role of Women in Environmental, Social, and Governance (ESG) Initiatives	Personal Responsibility in Team Leadership	0.179838
Gender Equality in Corporate Social Responsibility Practices\Implementation of Green Human Resource Policies	Integration of Gender Values in Military Organizations\Challenges and High Performance of Women	0.175718
Integration of Gender Values in Military Organizations\Role of Women in Environmental, Social, and Governance (ESG) Initiatives	Role of Women in Family and Community\Influence of Owners or Managers in HRM Decision Making	0.172825

Personal Responsibility in Team Leadership	Gender Equality in Corporate Social Responsibility Practices\Adaptability in Women's Leadership	0.154032
Role of Women in Family and Community\Influence of Owners or Managers in HRM Decision Making	Challenges and Opportunities for Women in the IT Industry	0.13383
Integration of Gender Values in Military Organizations	Role of Women in Family and Community\Influence of Owners or Managers in HRM Decision Making	0.118445
Gender Equality in Corporate Social Responsibility Practices\Transformation of Women's Role in the Family	Gender Equality in Corporate Social Responsibility Practices\Implementation of Green Human Resource Policies	0.106803
Role of Women in Family and Community\Influence of Owners or Managers in HRM Decision Making	Gender Equality in Corporate Social Responsibility Practices	0.096077
Role of Women in Family and Community\Influence of Owners or Managers in HRM Decision Making	Integration of Gender Values in Military Organizations\Challenges and High Performance of Women	0.082599
Integration of Gender Values in Military Organizations\Role of Women in Environmental, Social, and Governance (ESG) Initiatives	Gender Equality in Corporate Social Responsibility Practices	0.07472
Challenges and Opportunities for Women in the IT Industry	Gender Equality in Corporate Social Responsibility Practices\Adaptability in Women's Leadership	0.069732
Personal Responsibility in Team Leadership	Integration of Gender Values in Military Organizations\Challenges and High Performance of Women	0.06837
Gender Equality in Corporate Social Responsibility Practices\Transformation of Women's Role in the Family	Challenges and Opportunities for Women in the IT Industry	0.064389
Gender Equality in Corporate Social Responsibility Practices\Transformation of Women's Role in the Family	Role of Women in Family and Community\Influence of Owners or Managers in HRM Decision Making	0.06415
Gender Equality in Corporate Social Responsibility Practices\Transformation of Women's Role in the Family	Integration of Gender Values in Military Organizations\Challenges and High Performance of Women	0.061314
Gender Equality in Corporate Social Responsibility Practices\Transformation of Women's Role in the Family	Personal Responsibility in Team Leadership	0.053099
Gender Equality in Corporate Social Responsibility Practices	Gender Equality in Corporate Social Responsibility Practices\Adaptability in Women's Leadership	0.050061
Gender Equality in Corporate Social Responsibility Practices\Implementation of Green Human Resource Policies	Gender Equality in Corporate Social Responsibility Practices\Adaptability in Women's Leadership	0.048194
Integration of Gender Values in Military Organizations\Role of Women in Environmental, Social, and Governance (ESG) Initiatives	Challenges and Opportunities for Women in the IT Industry	0.043367
Gender Equality in Corporate Social Responsibility Practices	Challenges and Opportunities for Women in the IT Industry	0.04286
Integration of Gender Values in Military Organizations\Role of Women in Environmental, Social, and Governance (ESG) Initiatives	Gender Equality in Corporate Social Responsibility Practices\Adaptability in Women's Leadership	0.027015

Role of Women in Family and Community\Influence of Owners or Managers in HRM Decision Making	Gender Equality in Corporate Social Responsibility Practices\Implementation of Green Human Resource Policies	0.020554
Gender Equality in Corporate Social Responsibility Practices\Transformation of Women's Role in the Family	Integration of Gender Values in Military Organizations	0.020515
Role of Women in Family and Community	Integration of Gender Values in Military Organizations\Challenges and High Performance of Women	0.01872
Integration of Gender Values in Military Organizations\Role of Women in Environmental, Social, and Governance (ESG) Initiatives	Integration of Gender Values in Military Organizations	0.00829
Role of Women in Family and Community	Role of Women in Family and Community\Influence of Owners or Managers in HRM Decision Making	0.002798
Integration of Gender Values in Military Organizations\Challenges and High Performance of Women	Gender Equality in Corporate Social Responsibility Practices\Adaptability in Women's Leadership	0
Gender Equality in Corporate Social Responsibility Practices	Integration of Gender Values in Military Organizations\Challenges and High Performance of Women	0
Role of Women in Family and Community	Integration of Gender Values in Military Organizations\Role of Women in Environmental, Social, and Governance (ESG) Initiatives	-0.003917
Gender Equality in Corporate Social Responsibility Practices\Implementation of Green Human Resource Policies	Challenges and Opportunities for Women in the IT Industry	-0.006877
Integration of Gender Values in Military Organizations\Role of Women in Environmental, Social, and Governance (ESG) Initiatives	Integration of Gender Values in Military Organizations\Challenges and High Performance of Women	-0.009636
Integration of Gender Values in Military Organizations	Challenges and Opportunities for Women in the IT Industry	-0.011889
Integration of Gender Values in Military Organizations	Gender Equality in Corporate Social Responsibility Practices\Implementation of Green Human Resource Policies	-0.01972
Role of Women in Family and Community	Legal Protection for Women's Individual Freedom	-0.02349
Role of Women in Family and Community	Personal Responsibility in Team Leadership	-0.02349
Integration of Gender Values in Military Organizations\Role of Women in Environmental, Social, and Governance (ESG) Initiatives	Legal Protection for Women's Individual Freedom	-0.034741
Integration of Gender Values in Military Organizations	Integration of Gender Values in Military Organizations\Challenges and High Performance of Women	-0.039623
Gender Equality in Corporate Social Responsibility Practices\Transformation of Women's Role in the Family	Integration of Gender Values in Military Organizations\Role of Women in Environmental, Social, and Governance (ESG) Initiatives	-0.044901
Role of Women in Family and Community	Gender Equality in Corporate Social Responsibility Practices\Implementation of Green Human Resource Policies	-0.04503

integration of Gender Values in Military Organizations	Gender Equality in Corporate Social Responsibility Practices\Adaptability in Women's Leadership	-0.046287
Gender Equality in Corporate Social Responsibility Practices\Transformation of Women's Role in the Family	Gender Equality in Corporate Social Responsibility Practices\Adaptability in Women's Leadership	-0.050138
Role of Women in Family and Community	Gender Equality in Corporate Social Responsibility Practices	-0.05242
Legal Protection for Women's Individual Freedom	Challenges and Opportunities for Women in the IT Industry	-0.05275
Role of Women in Family and Community	Gender Equality in Corporate Social Responsibility Practices\Adaptability in Women's Leadership	-0.05467
Legal Protection for Women's Individual Freedom	Role of Women in Family and Community\Influence of Owners or Managers in HRM Decision Making	-0.056934
Legal Protection for Women's Individual Freedom	Gender Equality in Corporate Social Responsibility Practices\Implementation of Green Human Resource Policies	-0.059142
Integration of Gender Values in Military Organizations	Gender Equality in Corporate Social Responsibility Practices	-0.068279
Legal Protection for Women's Individual Freedom	Integration of Gender Values in Military Organizations	-0.07283
Personal Responsibility in Team Leadership	Integration of Gender Values in Military Organizations	-0.07283
Legal Protection for Women's Individual Freedom	Integration of Gender Values in Military Organizations\Challenges and High Performance of Women	-0.078137
Legal Protection for Women's Individual Freedom	Gender Equality in Corporate Social Responsibility Practices	-0.08205
Challenges and Opportunities for Women in the IT Industry	Integration of Gender Values in Military Organizations\Challenges and High Performance of Women	-0.082907
Integration of Gender Values in Military Organizations\Role of Women in Environmental, Social, and Governance (ESG) Initiatives	Gender Equality in Corporate Social Responsibility Practices\Implementation of Green Human Resource Policies	-0.084722
Legal Protection for Women's Individual Freedom	Gender Equality in Corporate Social Responsibility Practices\Adaptability in Women's Leadership	-0.085573
Personal Responsibility in Team Leadership	Legal Protection for Women's Individual Freedom	-0.087519
Gender Equality in Corporate Social Responsibility Practices\Transformation of Women's Role in the Family	Gender Equality in Corporate Social Responsibility Practices	-0.09245
Role of Women in Family and Community	Integration of Gender Values in Military Organizations	-0.096637
Gender Equality in Corporate Social Responsibility Practices\Transformation of Women's Role in the Family	Legal Protection for Women's Individual Freedom	-0.098612
Gender Equality in Corporate Social Responsibility Practices\Implementation of Green Human Resource Policies	Gender Equality in Corporate Social Responsibility Practices	-0.108613
Role of Women in Family and Community	Challenges and Opportunities for Women in the IT Industry	-0.112335



Personal Responsibility in Team Leadership	Gender Equality in Corporate Social Responsibility Practices/Implementation of Green Human Resource Policies	-0.115853
Gender Equality in Corporate Social Responsibility Practices/Transformation of Women's Role in the Family	Role of Women in Family and Community	-0.130848

#### Data Interpretation:

1. The correlation between "Challenges and Opportunities for Women in the IT Industry" and "Personal Responsibility in Team Leadership" is 0.254958, indicating a weak positive relationship between these variables.
2. The correlation between "Women's Roles in Family and Community" and "Gender Equality in Corporate Social Responsibility (CSR) Practices" is 0.237367, also indicating a weak positive relationship.
3. Other correlations in your data range from 0.053099 to 0.18832, all indicating very weak to weak positive relationships.
4. The correlations found in your data reveal a weak positive relationship between various aspects of women's roles and responsibilities in different contexts, such as the IT industry, team leadership, and gender equality in CSR practices.
5. Although these correlations are weak, they still indicate a linear relationship between the variables, which could serve as a basis for further research or decision-making in management and policy contexts.

### CONCLUSION

Despite the increase in women's representation in leadership over recent decades, significant gender gaps remain. Women are still underrepresented at executive and board levels, with only about 5% of global CEOs being female. Awareness of the importance of gender equality is rising, yet stereotypes and biases continue to affect societal views on women's leadership capabilities. Women's access to crucial resources remains limited compared to men, hindering their advancement.

Women demonstrate strong leadership abilities but face challenges such as gender bias, family responsibilities, and a lack of structural support. While mentoring and sponsorship programs are rising, further efforts are needed to overcome these barriers.

Gender equality is often inconsistently implemented in Corporate Social Responsibility (CSR) practices. Much remains to be done to achieve true gender equality at all organizational levels.

### RECOMMENDATIONS FOR ENHANCING WOMEN'S REPRESENTATION IN LEADERSHIP

#### A. Increasing Women's Representation at the Executive Level

1. Gender Quotas on Boards and Executives: Adopt quota policies to ensure adequate representation of women in top organizational positions.
2. Leadership Development Programs: Establish specific programs to identify and develop female leadership talent from an early stage.

#### B. Addressing Gender Stereotypes and Bias

1. Gender Awareness Training: Conduct regular employee training to address and reduce gender bias and stereotypes.
2. Objective Performance Evaluation: Implement an objective and transparent performance appraisal system to minimize bias in assessing potential and promotions.

#### C. Improving Access and Control over Resources

1. Professional Networks for Women: Build and support professional networks and mentoring for women to expand their access to career opportunities.
2. Training and Development Opportunities: Provide equal access for women to training and skill development programs.

#### D. Structural Support for Women in Leadership

1. Flexible Work Policies: Implement flexible work policies that support work-life balance, particularly for women with family responsibilities.
2. Support for Dual Roles: Provide support such as childcare services and extended family leave to help women manage dual roles as leaders and family caregivers.

#### E. Overcoming Challenges in Leadership

1. Mentoring and Sponsorship Programs: Expand mentoring and sponsorship programs focused on women to help them overcome challenges and advance their careers.

2. Inclusive Work Environment: Create an inclusive and supportive work environment where women feel valued and supported in leadership roles.

**F. Enhancing Gender Equality Implementation in CSR**

1. Integrating Gender Equality in CSR: Ensure that gender equality is integral to the company's Corporate Social Responsibility (CSR) strategy.
2. Monitoring and Evaluation: Regularly monitor and evaluate CSR initiatives related to gender equality to ensure their consistency and effectiveness.

**G. Supporting Policy and Regulation**

1. Public Policy Advocacy: Encourage the government to implement policies that support gender equality in the workplace and leadership positions.
2. Collaboration with Non-Governmental Organizations: Collaborate with non-governmental organizations to advocate for and promote gender equality across various sectors.

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