

The Power of Women's Leadership: Enhancing Business Management in the Workplace

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Abstract—This study examines the effectiveness of women's leadership skills in managing businesses in the workplace. As more women transition from traditional roles to leadership positions, their confidence and motivation to lead have notably increased. The research focuses on the demographic profile of women in leadership roles, including age, position, and years of service, and evaluates their leadership skills in areas such as self-development, optimism, decisiveness, work pressure, fear of failure, and problem-solving. The study is based on 100 female respondents in Sto. Tomas, Pampanga, occupying managerial positions in their workplaces. Using Katz's Theory of Leadership Skills as a framework, the findings reveal that older women tend to exhibit higher leadership effectiveness, especially in decision-making, resilience, and addressing workplace challenges. While age showed a significant positive correlation with leadership skills, position and years of service did not. The results suggest that leadership skills improve with age, but tenure and job position are less influential. The study recommends the implementation of leadership training for women in all positions and policies that encourage skill development to enhance both individual and organizational growth. It also calls for further research to explore additional factors influencing women's leadership effectiveness and the use of qualitative methods for deeper insights.

Keywords— Women Leadership: Workplace

I. INTRODUCTION

As a new generation emerges, we are witnessing a significant shift in workforce dynamics, with more women entering the workforce rather than conforming to traditional roles confined to household chores. This transition is accompanied by a notable increase in women's leadership across various sectors.

Women's leadership is crucial for multiple reasons at different levels. Research indicates that women's confidence tends to grow with age, particularly among those in high-growth roles. Additionally, compared to their male counterparts, younger women often demonstrate a stronger motivation to learn and expand their knowledge.

This drive encourages women to take on greater responsibilities, develop resilience, and be receptive to feedback. These qualities collectively contribute to their effectiveness as leaders over time.

Women's confidence tends to grow with age, which can enhance their leadership effectiveness, particularly in high-growth environments.

This empowerment is essential for fostering inclusive workplaces and driving societal change.

There is a small number of older women hold leadership positions, and the majority lack possibilities because the

majority of these jobs are already held by men (Musa Chauke, 2020).

According to Hoyt and Murphy (2016), promoting opportunities and expectations for women to participate in leadership roles is critical for a prosperous and civil society.

Eagley, et.al. (2014) found that most women adopt leadership styles that are particularly well suited for successfully leading in the complexities of modern organizations, resulting in overall increased institutional effectiveness.

In 2010, women held 15.4 percent of corporate officer positions, 14.8 percent of board seats, and 2.4 percent of CEO positions in Top 500 companies (Evans, 2011).

In 2011, women made up 47 percent of the workforce in the United States, but only 5.2 percent of CEOs and 16 percent of company board seats (Catalyst, 2011).

Women in the Middle East, on the other hand, face gender disparities in both social and economic arenas as a result of their nations' culture and traditions (Javadian & Singh, 2012).

II. RESEARCH OBJECTIVES

The purpose of this research was to measure and identify the key level of effectiveness in evaluating women's leadership abilities and managing a firm in the workplace, particularly in management.

III. STATEMENT OF THE PROBLEM

This study was conducted to measure the level of effectiveness of the leadership skills of women in managing a business in the workplace. Specifically, it aims to answer the following:

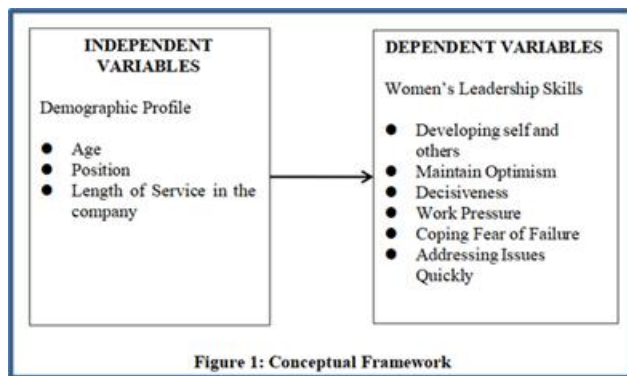
1. What is the respondent's demographic profile in terms of:
 - 1.1.Age;
 - 1.2.Position; and
 - 1.3.Years of Service?
2. How effective is women's leadership skills in managing business in the workplace in terms of:
 - 2.1.Developing Self and Others;
 - 2.2.Maintain Optimism;
 - 2.3.Decisiveness;
 - 2.4.Work Pressure;
 - 2.5.Coping Fear of Failure; and
 - 2.6.Addressing issues?
- 3.Does demographic profile have a significant effect on the leadership skills of the respondents?

IV. SCOPE OF THE STUDY

The scope of this study is limited to female residents of Sto. Tomas, Pampanga, Philippines. It specifically focuses on 100 female respondents who occupy managerial, supervisory, CEO, owner, or team leader positions within their workplaces in the locality.

V. CONCEPTUAL FRAMEWORK

This study is anchored on Katz’s Theory, which defined skills as what leaders can accomplish, while traits are what leaders are. He argued that effective leadership or management depends on three basic personal skills: technical, human, and conceptual. It employed a modified survey based on the study of Zenger and Folkman (2020) to determine the effectiveness of women’s leadership skills.



VI. METHODOLOGY

The researchers employed a purposive sampling method, allowing for the intentional selection of women who meet the criteria based on their leadership roles.

A permission letter was sent to the Municipal Mayor to conduct and gather the data within the selected companies in Sto. Tomas Pampanga.

VII. POPULATION OF THE STUDY

The study focused on 100 female respondents who hold managerial, supervisory, CEO or owner, and team leader positions in their workplace that live in the locality of Sto. Tomas, Pampanga.

VIII. RESEARCH INSTRUMENT

The researchers adapted and modified the survey questionnaire based on the study of Zenger and Folkman (2020), as their data collection instrument for this study.

The questionnaire includes a four-point Likert scale with 1 (poor), 2 (average), 3 (good), and 4 (excellent) responses in order to have a systematic collection of questions relevant to the research and a high response rate (excellent).

IX. RESULTS AND DISCUSSIONS

1. What are the respondents demographic profile

Out of 100 respondents, most of the respondents are from the level of supervisor and belong to the age group of 26 to 32 years old, when most individual have started to adjust and settled in their careers.

The researchers found that female business leader can tends to have a higher position in managing a business in a workplace. Furthermore, the findings indicate that, female workers with a longer length of service are most likely to have a good leadership skills in managing a business.

Recent studies have shown that women get more confident as they age, and this is especially true among high-growth women. This encourages women to take on more responsibility, to be more resilient, and to be more open to receiving feedback from others, all of which help them become more effective leaders over time (Musa Chauke, 2020).

2. How effective are women's leadership skills in managing the business in the workplace

The findings presented the calculation of the weighted mean, standard deviation and the corresponding interpretation. It is generally found that there are relatively high levels of leadership skills in the area of Developing Self and Others, Maintain Optimism, Decisiveness, Work Pressure, Coping Fear of Failure, and Addressing Issues.

The ratings of effectiveness of women’s leadership skills in managing a business in all 6 items as well as the overall average fall under the interval for “excellent” based on the Likert scale questionnaire interpretation table. This suggest that majority of the respondents feel that they are highly skilled in managing their business.

3. Does demographic profile have a significant effect on the leadership skills of the respondents?

The findings of the study indicate significant relationships between age, position, and years of service in relation to women’s leadership skills in business management.

Specifically, age was found to have a significant positive effect on leadership skills.

Suggesting that older female employees tend to exhibit better leadership capabilities. Conversely, position and years in service did not demonstrate a significant relationship with leadership skills.

These findings highlight the importance of age in enhancing leadership effectiveness among women, while indicating that other factors, such as position and experience, may not have the same impact.

X. CONCLUSIONS

The analysis of the results indicates that women tend to excel in their leadership skills when managing a business. This includes areas such as developing self and others, maintaining optimism, decisiveness, coping with work pressure, managing fear of failure, and addressing issues promptly.

However, there is a positive significant relationship between the effectiveness of women’s leadership skills and their age, suggesting that older women tend to be more effective leaders.

In contrast, the findings show no significant relationship between the length of service or position and the effectiveness of their leadership skills.

This underscores the importance of age as a factor in enhancing leadership capabilities among women, while also

highlighting the need to look beyond position and tenure when evaluating leadership effectiveness.

XI. RECOMMENDATIONS

After assessment and considering the foregoing findings and the conclusion of the study, the following recommendations are presented by the researchers:

Policy Adaptation: Companies should consider implementing new policies that encourage employees to learn new skills, facilitating personal and professional growth. This adaptability is crucial for enhancing both company and employee performance.

Leadership Training: It is highly recommended that leadership training and seminars be offered to female employees, regardless of their position. This can expand their knowledge and skill sets, promoting effective leadership.

Inclusive Research: Future studies should aim to include a broader range of positions held by female employees, not just those at the executive level (such as President, Supervisor, Manager, and Team Leader). This will provide a more comprehensive understanding of women’s leadership across various roles.

Further Investigation: The study found no significant relationship between the effectiveness of women leaders and their years of service. Future researchers are encouraged to explore this area further, as the current study was limited by time constraints and data availability.

Conducive Work Environment: Companies are encouraged to maintain a supportive work environment that empowers women and offers equal growth opportunities for all employees. This can enhance motivation and encourage excellence in performance.

Qualitative Research: For future research, employing qualitative methods would be beneficial to gather in-depth insights into the experiences and perspectives of female employees. This approach could enrich the understanding of their leadership effectiveness and challenges.

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