

Job Satisfaction and Aspects of Women on Leadership - Roles in the Corporate Sector

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Abstract

More women are in the workforce worldwide, due to a variety of socioeconomic developments, including better education for women and the impact of globalisation. In the United States alone, women account for 23% of all female CEOs, while making up 46% of the workforce. In one survey, women indicated that people come first in a company, while men indicated that job fulfilment is their top priority. Indeed whereas ladies presently have get to to higher instructive openings than they had within the past, sexual orientation segregation, business challenges, neighborhood confinements, and family commitments restrain their potential. This exposition presents data approximately the capacities of ladies in comparison to guys, the impediments on their development, and the role of ladies completely different businesses.

Keyword: Leadership Styles, Job Satisfaction, Women Leaders

INTRODUCTION

When contrasted to their male colleagues, women have several obstacles from the moment they begin a job. Both men and women had the same important jobs in the past. As society became more advanced, some jobs like mining and fighting were considered more suitable for men because people thought men were better than women. Women had fewer chances to succeed in these types of jobs. These stereotypical views led to the confinement of women to domestic and home tasks. For the cause of women's empowerment, governments and NGOs throughout the globe later gave women with specific reservations. As a result, there are now many women in leadership roles who are able to compete with men in their fields.

Technology has improved a lot in many industries, like software and services. This has made scholars interested in looking at how it can help us do our jobs better and have better lives. We can be more productive, have better relationships with coworkers, and find a better balance between work and our personal lives. It's important to notice that women are valuable workers in industries where men are mostly in charge. Also, having female workers makes the company work better.

NATURE OF ORGANIZATION-A GENDER PERSPECTIVE

Women don't usually get any extra help from companies because of the type of work environment. Most workers in companies are men, so the environment in most companies feels more like a "man's world. " We talked before about how some people think a good manager should be strict and focused on their job. Women face difficulties in their workplace when they want to apply for leadership positions. These women bosses started acting like male bosses when more women started becoming leaders. Because of how work usually is,

companies don't usually give women any extra benefits. Since most workers are men, many workplaces have a manly vibe. The discussions about how managers should act show that being strict and focused on your job makes you a good manager. This could be a problem for women who want to be leaders at work. Sometimes, male colleagues don't include women in their group, so women can feel left out of the work community too. These women bosses started to act like male bosses when more women started becoming leaders.

It has also been said that the military and police are traditionally male-dominated occupations. Education and social services are two fields where it is possible that women are seen as having a comparable edge. They see teaching as complementing their parental responsibilities. These days, education requires study and publishing. However, since they are responsible for taking care of their families, including raising children and caring for the elderly, women's contributions are also fewer than those of males in this area.

Leadership Effectiveness with Reference to Gender Orientation

Women have made progress toward more equality between men and women in both their personal and professional lives as compared to past periods. In comparison to males, women remain marginalized in positions of leadership and are still seen as an aberration in certain industries, such as colleges and universities, where women presence is greater. When comparing how men and women lead, a problem is that society expects them to behave a certain way based on their gender. Women sometimes have a hard time being leaders because some people don't think they can do it. This means they have to do more work than men, get bad evaluations, and have to meet higher expectations than men.

The way a leader leads has a big effect on how well they do as a leader. Women could be just as successful in corporate leadership roles as men, despite facing obstacles. A new study by Morgan Stanley suggests that having more women in leadership positions can lead to a workplace with less conflict, more people staying in their jobs, better choices being made, and more creative ideas. Women are good at taking care of others, being moms, cooking, and managing homes. This makes them good at doing many things at once, which can be helpful in a company.

Women in leadership roles are seen more positively when they are able to keep learning, make plans, work together, achieve goals, have an effect on others, and are valued. Furthermore, women play a helpful role in making the organization successful. A study involving students, government groups, transportation companies, and fun organizations supports this idea. Women leaders are better at their job and make men happy too.

Studies have found that men are good leaders in jobs that are usually done by men, like in factories and technology companies. Women are good leaders in jobs that are usually done by women, like in restaurants and stores.

Women often have diverse and distinctive traits that help them advance in their careers, like having greater psychological ability (EI) than males, empathy, a caring attitude, and friendship.

Women usually lead by giving orders and being in charge, while men are more likely to work together and share decision making. Women act differently in leadership roles, and this is because of their unique personalities. They tend to be more cooperative and work together with others. The idea of good leadership is changing, and now people think it's better to work together with others.

PROBLEMS FACED BY WOMEN IN LEADERSHIP ROLES

Globalization.

Globalization affects women in both positive and negative ways. Important bosses and leaders will now have to do more work and be expected to do more things. The important managers often have to move to different places because they need to meet certain deadlines and requirements. This is a big problem for women who have kids and a partner who works.

Adapting to different cultures and ways of behaving can be harder than dealing with issues in your family. Even though women are believed to be good at adapting, some of them find it hard to adjust to new environments and deal with the changes. Some people in certain societies don't like having women in charge. They think women can't run businesses well, so they won't work with a woman who is the boss.

Internal Motivation and Lifestyle Conflicts

Men in high positions sometimes say that women don't want to do well in their jobs. A study discovered that 55 percent of women who are not managers would like to work in the highest position at their company. Many women give up on becoming a manager because it's difficult to overcome the challenges. These problems include people judging others unfairly, treating them differently because of who they are, assuming

things about them without knowing, feeling like they have to do things for their family instead of what they want, and not having many opportunities.

Many women still take care of their families more than anyone else. When women are short on time and their job expects more from them, getting promoted can make them give up things they want for their personal and work life. A report says that not many women CEOs and executives have children because it could hurt their careers. Lots of women have decided to stop working because they want to take care of their families. Even though less women are taking time off from work for having a baby, still 32% of women leave their jobs after becoming mothers. Women with demanding duties at home may not want to travel or work long hours after having children.

Right to Education and the search for Better work Conditions

Despite being provided education by their government, around 960 million individuals lack the ability to read or write. Two-thirds of these people are women. The government should focus on helping women start their own businesses, learn valuable skills, and provide them with free loans to empower them. Only once these obstacles are eliminated can society as a whole grow. Women are given many leaves, incentives throughout pregnancy, and other perks like vacation in certain nations, like France, to encourage them. To assist women in adapting to all areas of their lives, such regulations must be implemented in the commercial and governmental sectors in a number of developing nations. These actions may increase

Women Work Better as Leaders During a Crisis

The "glass cliff" is a term used to describe a phenomena when talking about the professional paths of women leaders. It is obviously related to the phrase "glass ceiling," which refers to the veiled obstacle to progress that often stands in the way of women's ascent to the top echelons of a company. The notion that a female CEO is appointed to run a failing business is known as the "glass cliff." Women are handed a situation that already has flaws and where the possibilities of failure are great when they are ultimately given the opportunity to show themselves in a position of authority. We see this often enough to ask whether women are really better equipped to take charge in a crisis.

We know from talking to people that women leaders did well during Covid-19. Now a new study says the same thing. A study found that countries with female leaders had fewer cases of Covid-19 and fewer people died from the virus. A research study showed that countries with female governors had fewer deaths. To understand how men and women leaders in businesses are dealing with the crisis, we looked at our global collection of performance reviews.

Women Facing Gender Inequality In Leadership Positions

All nations face the urgent policy problem of fostering women's involvement and equal treatment in leadership positions in the private sector. The commercial sector is not keeping up with the public sector, despite some governments taking aggressive measures. Only around one third of managers are women throughout G20 and

OECD nations. They have far lower odds than men have of becoming CEOs or serving on the boards of private corporations. In G20 & OECD nations, achieving gender parity at the top of publicly traded corporations is still a long way off. The average number of women serving on corporate boards in OECD nations increased to twenty-five percent in 2019 to 20% in 2016 (15 percent in G20 nations), which in turn increased from a rate of 16. in OECD nations in 2013 (MSCI, /2019[1]). Although this represents progress, equality is still not achieved in even the most successful nations. While 80% of OECD nations saw a rise in the proportion of women on boards of directors of publicly traded companies between 2013 and 2016, just three countries had increases higher than or equal to a ten percent increase. The gender discrepancies are particularly obvious at the CEO level. The proportion of female CEOs in Fortune 500 businesses is 6.5%. In 2016, the average percentage of female CEOs throughout the OECD was 4.8%. Women CEOs still make up a tiny minority, despite being twice as numerous as they were in 2013 (OECD, 2020[3]). The analogies "glass ceiling," "sticky floor," or "labyrinth of leadership" have all been used to describe obstacles that prevent women from advancing professionally.

The phrase "broken rungs" has also lately been used to refer to obstacles that prevent women from rising to the first level of executive jobs, which causes them to stay there far longer than males (McKinsey, 2019[4]). Even successful female leaders have persistent challenges. Depending on the country in which they live, women are restricted by a number of social, legal, as well as institutional obstacles, including the dual burden of job duties and domestic responsibilities, gender stereotypes regarding women in the workplace and the industries they choose, an absence of female role models, as well as a lack of networking opportunities. Additionally, hiring and promotion processes may rely on lateral career pathways without taking into account possible work pauses, particularly for women who undertake maternity leaves. The dearth of female role models, opaque board selection standards, the sluggish turnover of panel seats, and informal appointments to boards based on connections dominated by males may provide obstacles for women in board choice in particular. It is not just morally necessary to address these gaps and difficulties in business, not least at the managerial and leadership levels. Girls or young women are deprived of powerful role models due to the underrepresentation of women in positions of leadership and are unable to participate in crucial decisions. While not the primary factor, the underrepresentation of women in leadership positions adds to other related inequities including the gender wage gap and variations in wealth and financial stability between men and women. Taking on gender inequality elsewhere may be made easier by addressing gender inequality in leadership. Additionally, there is a commercial argument for increasing management diversity and facilitating women's advancement into leadership roles.

More gender-diverse directors have the potential to improve corporate governance for a variety of reasons, according to a sizable body of research. More female members might increase the boardroom's oversight role by bringing more independent viewpoints to the table since women are often underrepresented in "old boys' networks." A more broad set of backgrounds, experiences, viewpoints, and skills for problem-solving are often found on gender-diverse panels, which may help to better oversee executive conduct and encourage closer inspection.

Policies to Support Women in Leadership Positions: The International Experience

Rules that help women to become managers, like getting paid when they take time off, getting affordable childcare, and having the option to work flexible hours, can only do so much. Helping women find good jobs and have successful careers is not the same as just helping them find any job that pays them. This may keep women from quitting their jobs, but it also stops them from getting higher-level jobs like being in charge or managing people. The OECD and G20 rules say it is important to have different types of people with different skills on a company's Board of Directors, so everyone's opinion is heard. Governments can decide to look at different ways to make sure there are more women on important committees and in leadership positions, such as asking companies to set goals or rules for transparency, requiring a certain number of women on boards, or encouraging companies to work on this themselves.

The OECD has suggested four main ways to help more women become leaders. These ideas can be used by governments, companies, and others who want to encourage women to take on leadership positions.

- Rules that say a certain amount of women should be on a board.
- These are rules about diversity in companies. They also have to report how many men and women are on their board.
- Follow or clarify rules about gender in business management laws.
- Goals for having more women on top management or board positions that a company decides to achieve on its own.

The OECD 2019 (a book of information) compares data from 49 different places, including all the important countries, to help understand how well they follow guidelines and good practices. The Factbook shows that many countries are trying to help women in charge of companies, whether they are part of the G20 group or not. There is evidence that quotas may, in the near run, support a rise in the proportion of women on boards. While there are differences across nations in terms of the percentage, scope, timeframe for implementation, and sanctions for non-compliance, listed firms with headquarters in those nations have achieved higher levels of overall gender balance at the board level (MSCI, 2019[1]).

For example, women's presence on boards climbed from sixteen percent in 2011 through thirty-five percent in 2018 in Germany, wherein a 2015 legislation established a quota of thirty percent with an expiration date of 2016 (FidARe.V., 2020[32]). Women's presence on boards increased from thirteen percent in 2011 to 44 percent in 2020 in France as a result of the 2011 Copé-Zimmermann, which established a 40% quota with an end date of 2017 with a mid-term aim of 20% by 2014 (Governance Metrics Worldwide, 2011[33]; MSCI, 2019[34]). Women's presence on boards of directors in Italy increased from three percent in 2009 to greater than 35% in 2018 as a result of the 2011 Golfo-Mosca Law (OECD, 2019[35]). Yet, the representation of women on boards of Italian enterprises that were not subject of the Golfo-Mosca Law was less than 18%, indicating that women's involvement remained much below the quota requirements in such cases (Cerved-Fondazione Marissa Bellisario, 2020).

Regulating, Supporting and Incentivizing Companies to Accelerate Progress

Regulations, assistance, and incentives may be used to win the favor of company executives for the advancement of women to high positions. The programs listed below include both public and private sector attempts to encourage businesses to advance more quickly. 3.1.1. Legal and legislative frameworks must be updated in order to advance women in executive roles in the private sector. This cannot be done in a vacuum. To do this, broader policy viewpoints must be taken into consideration. Governments have implemented a number of significant legal, structural, and financial changes to advance gender equality in the workplace, and several new laws, policies, and programs in every area now include a transversal gender viewpoint. As an example, the Gender Equality Results Framework (GRF), which was implemented in Canada's 2018 national budget, specifies six major areas where change is necessary to achieve gender equality and contains metrics under each pillar to measure success or failure.

The Canadian administration has also been employing Gender-Based Assessment Plus (GBA+) as an analytical method since 1995 to determine how various groups of women or men would be affected by various policies, applications, and projects. The Act for the Promotion of Female Involvement and Professional Advancement¹⁰ was passed in Japan in 2015 and went into effect in 2016. Its goal is to make it easier for women to participate in and progress in the workforce. According to the Act, companies with more than 300 regularly employed employees must create action plans based on an evaluation of the circumstances pertaining to the position of their female workers and make them available to the public. Information on female involvement and career progress in the workplace must also be disclosed. In order to expedite measures to enable the advancement of women in the workplace, the Act was updated in 2019¹¹. The revised Act has strengthened employers' disclosure obligations regarding female involvement and advancement in careers in work environments and expanded the number of employers that must provide this data (from companies with over 300 frequently staff members to over 100). The updated Act has also increased the scope of companies required to create action plans and to make them visible (from companies with over 300 frequently employed employees to over 100). The expanded list of required employers will become effective in April 2022, and the updated Act went into

force in June 2020. In order to enhance policy development and better assist women's growth in the private sector, oversight and advisory committees have also been established in the legislature and the executive branch of government. To examine the work carried out by the executive to promote the rights of women and encourage their growth in the workplace, the Parliament of the United Kingdom, for instance, formed the Women & Equalities Parliament Committee of Selection in 2015.

As it invites business executives as witnesses for their different reports and inquiries, this Committee¹² also examines businesses and the advancement of women in business. In order to encourage women's economic development, a Women's Industry Council¹³ was also founded in 2012. This effort was spearheaded by business and supported by the government. Senior business executives from various industries who advise government agencies on strategies to progress women in business and promote best practices in their fields make up its members. In addition to organizing multiple events with entrepreneurs and influencing legislation on split parental leave, telecommuting, and childcare, the Business Council has also created specialized programs & toolkits for companies.

To achieve cross-cutting inclusion of gender within executive plans, Jordan's inter-ministerial council for enabling women was created in 2015. The (UAE) similarly formed the Gender Balance Council in 2015 as a government organization tasked with creating and carrying out the country's gender balance strategy. Its goals are to close the gender gap in every industry, improve the UAE's standing in gender equality rankings of global competitiveness, and attain gender parity in positions of power.

Comparing Gender Equality Strategies (Canada, France and Saudi Arabia)

A company in Canada that works with media and technology has set goals to have different genders represented in their workforce. They check how well they are doing regularly to make sure they are meeting these goals. The company looks at how well it does in four areas: taking care of its employees, being kind to the planet, making a positive impact on society, and making money. The organization monitors to distinct objectives and KPIs for each of these pillars on a monthly, quarterly, and annual basis. Goals for achieving gender equality include closing the gender wage gap, achieving gender parity at all levels, achieving gender parity in management, and implementing gender equity interviews. This technique has shown to be effective in ensuring that the company meets its KPIs for each of the components.

Several significant businesses in France's banking, insurance, builder, telecommuting, and cosmetics industries have established gender diversity targets and indicators for key populations, allowing them to assess the results of their actions and adjust their policies as necessary. Some companies are now monitoring how much men and women are paid by using a tool that is part of the yearly performance evaluation for all jobs. A big insurance company realized that they weren't paying men and women fairly. They then made 2,422 changes to fix this, which helped 1,300 women. The changes also caused the women's wages to go up by around 4.77%

One significant diversified firm group in Saudi Arabia claims to have implemented KPIs (key performance indicators) for women's hiring, professional advancement, and advancements for each of its running companies. This makes it possible to evaluate each company's success and advancement in this field, which is taken into account by an algorithm used to calculate yearly bonuses. Notably, a significant KPI was developed to monitor the proportion of women in management roles. As a consequence, the number of women promoted has climbed by 30% in 2013, and within the same time period, the proportion of women in management positions has increased by three times.

CONCLUSION

The review says that women can do well in any job nowadays. Women can have a good balance between work and other parts of their lives and are more likely to reach their goals because society and the environment are supportive. Women can prove that they are just as equal as men by using technology, getting a college education, and having supportive families. To have equal treatment for both genders, they should be given the same rewards, benefits, courage, and assistance.

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