Women as Business Leaders

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Abstract		Original Research Article

Leadership is an issue of concern in businesses as they face plenty of obstacles in running their affairs. Long ago, men leaders have got all the attention, until women have come to the front and pursue key leadership roles and duties and became global leaders. The stereotypical concept of leadership since then has changed. This research involves a mixed method, conducted quantitatively through a survey (200 participants) and a Bayesian belief network, and qualitatively through an interview (8 women leaders) to clarify whether women can lead as men do and estimate the needed characteristics for a global leader. Results demonstrate that women can lead just as men do, with characteristics making a leader a global leader: Positive Influence, Demographic Characteristics, Ecological Management, and Personal Characteristics. The Personal Characteristics variable has the greatest impact on global leader.

Keywords: Women, Genderism, Leaders, Global Leaders, Business.

INTRODUCTION

It all started with invisible leaders, when women were starring as business leaders but not probably seen, admired, or allowed. Women are strong change agents, and the far-reaching benefits of gender parity in leadership and decision-making are increasingly realized in all domains. Women are still significantly underrepresented in politics, business, and communities.

The emergence of women in leadership roles has made businesses a battlefield of genderism and diversity. Since then, the belief increases in women's ability in building success and a better business future, considering women leaders to be smart investments.

Genderism Issue as a Business Evolution (variable: women underrepresentation)- The long and hardworking hours of a woman's profession or the handled task imply more difficult and stressful time to strike a proper balance between family priorities and responsibilities, as well as the obligations of the career itself. Surveys have revealed women's strong dedication to household responsibilities as well as the child-rearing issue. The distinction between a male and a female manager's experience resides in how each defines career success. There is a divergence between the perceptions of both of job success (Vinnicombbe & Singh, 2002).

Different theories show the overrepresentation of males in good positions or positions of organizational authority and influence, resulting in a gender inequality issue that benefits men and harms women (Stainback & Kwon, 2012). These theories such as the Feminist Organizational Theory represent a gap by highlighting men's overrepresentation and ignoring women acquiring high positions of organizational leadership and decision-making (Aldawood, 2019). Blanchard criticizes the International Feminist Security Theory and considers women as a major issue in international relations theory (Blanchard, 2003).

Women are more likely socio-emotional experts than task experts, with undervalued leadership abilities (Forsyth, Heiney, & Wright, 1997). In the non-profit sector, males are dominant in leading positions (Pynes, 2000). Another example is the assumption that men seize roles such as financial executives and doctors, while women's positions are like nursing or teaching (Steinberg & Jacobs, 1994; Odendahl & Youmans, 1994).

Women Versus Men in Career Context-Sturges cites four types of managers among men and women. First, climbers define career success in terms of compensation and organizational seniority and are very competitive. They focus on career success and job happiness at a time. Second, experts define career success as doing their best and making the most of their job, seeking recognition and good word of mouth. They are far from being goal oriented. Third, Influencers define career success as organizational influence and

hierarchical development, rather than employment position. And finally, Self- Realizers view career success as a personal achievement, and a desire to grow and strike the correct balance between personal and professional life (Sturges, 1999).

The emergence of leaders- Individuals become group leaders when their creations and concepts are like leaders they follow (Hollander & Julian, 1969; Smith & Foti, 1998). Individual differences, attitudes or behaviors, and outcomes brought out by the leader all contribute to the creation of a leader (Lord & Maher, 1991). They are interpreted as leader-like behaviors by the followers (Toh & Leonardelli, 2012). According to follower centric leadership theories, a person is a leader and a source of influence for his or her followers if he or she complements the follower's cognitive image of an ideal leader or perfect leader prototype (Lord, Foti, & de Vader, 1984; Lord & Maher, 1991). Demographic characteristics such as race, gender, and age constitute a challenge in such leadership prototypes (Rosette, Leonardelli, & Phillips, 2008). The preference for a male leader over a female leader is obvious even when performance appears to reflect the opposite, for the fact that masculinity is more leader-like (Gershenoff & Foti, 2003; Ritter & Yoder, 2004). More women are viewed as leader-like by their followers; the more open followers will be drawn to their targeted influence (Van Quaquebeke, Van Knippenberg, & Eckloff, 2011). Followers' perceptions of masculinity as a perfect leadership trait are degrading while femininity turns out to be required trait, implying a rise in the number of women in leadership positions **(Eagly & Karau, 2002).**

Women Being Perceived as Invisible Leaders (variable: recognition)- Leadership is determined by either perceiver expectations or the individual's personal actions. Socially, women's expectations differ from those of leaders (Hollander, 1964). The male stereotype implicates leadership traits such as dominance assertiveness, status, expertise, and even intelligence and engagement. Female stereotype on the other hand involves traits such as submissiveness, passivity, and dependence, and does not reflect a leadership trait (Homans, 1950). Because a leader is a person who realizes the norms and values that organizations value most, women who are unable to be considered as leaders will have a difficult time, if not never, becoming leaders (Porter, Geis, & Jennings, 1983). Since men and women grow up in different environments, this is reflected in their actions and personalities as they mature (Chodorow, 1978).

Transparency to Support Corporate Governance
Female leaders are viewed as reliable, responsible, and primarily role models in the eyes of the staff with whom they work and place a high value on the code of conduct based on ethical standards.

Women assure more transparency and powerful governance, therefore firms that allow female participation on their boards is more real and authentic (Qureshi & Farrukh, 2020).

Sound Ecological Management (ecological management variable)
When a business has the proper gender balance, it is more likely to invest more money and effort on renewable energy projects, or even lower carbon emission, and concerns about making efficient use of energy (Qureshi & Farrukh, 2020).

Balance between Personal and Professional Responsibilities (balance variable)
Female leaders work hard to balance their roles as moms and wives, and most female leaders do their best to make the most of both. This is primarily tied to a woman's guilt for being a working mother or wife. Female leaders assert themselves as role models in their positions, their commitment to organizations, and achieving their goals. In this setting, community or social system support is critical so that female leaders are not left to suffer alone (Qureshi & Farrukh, 2020).

Feeling of Failure (variable: business mistakes)
Fear affects female leaders, whether they are aware of it, it is expected, or recognized. Furthermore, they are more vulnerable to failure, particularly when those around them lack the necessary abilities to compete in the global marketplace (Farrukh Naseem Qureshi, 2020).

Role of Women Creativity as a Leadership Skill (variable: creativity)
Creativity is the ability to initiate and identify appropriate answers to specific issues. Solutions must be of high quality, conform to the principle of applying creative thinking to business, and should demonstrate passion and motivation for the duties that leaders possess (Stenberg & Lubart, 1995). Creativity is a leadership skill and a way to keep track of all the tasks that might keep coming up (Sternberg, 2003).

To thrive in business, a leader must meet certain qualifications. A leader must acquire a certain level of wisdom, significant intelligence, and high levels of creativity. Out of these attributes, creativity has the most popularity, generating brilliant ideas to achieve specific tasks and goals and handling critical problems and difficult situations through focused minds and thoughts (Mayer & Oosthuizen, 2020).

Women Leaders Crisis Responses during Covid-19 (variable: crisis management)
Female leaders, particularly those in government positions, have a variety of bargaining and argument styles, which imposes diverse dealing styles with Covid-19. Female founders, like male founders, have distinct interests and motives and react differently

when it comes to entrepreneurial difficulties, as well as diverse managerial styles. Female founders stalk social and economic mission's more than male founders. Women seek out modern business opportunities, instigating solutions and compromises to the rising social issues because of the crisis (Langan, Schmitt, & Xin, 2020).

Women Leaders and Organizational Effectiveness

Women leaders align their activities with common organizational objectives and goals to increase efficiency (Shetty, 2018). Specific characteristics, such as experience, IQ, income, parental educational level, and even in-laws' educational level, have a significant impact on achieving organizational effectiveness (Shetty, 2016).

Role of Women as Global Leaders (variable: global leader)

Several factors push businesses to go global, including technological advancements, the widespread of information communication, and transportation issues. This evolutionary process entails imprinting the concept of globalization in a company's attitude. Being a global leader requires a high level of ability and vision to share and synchronize a worldwide workforce, a capacity to influence, affect, and drive the firm toward global thinking, as well as exploiting opportunities and utilizing integrated leadership networks and styles (Asekun, 2018). Women constitute an added value in countries that accept female participation in business and empower women to improve economies (Qureshi, 2020).

Cultural Tightness Effect on Women Emergence as Leaders (variable: cultural constraints)

Cultural tightness is the force of norms and social sanctions that contribute to resistance to change behaviors and practices, allowing men to be appointed to leadership positions. Cultural tightness limits equality in rights and opportunities, which affects the emergence of female leaders (Toh & Leonardelli, 2012). Cultural Tightness is when in-group members obey and work in-group rules (Trandis, 1989). The Women Empowerment Theory provides a comprehensive assessment of socio-cultural constraints that most women confront perpetually to become successful and productive entrepreneurs (Aldawood, 2019).

Previous Studies- Cseh, Davis & Khilji (2013): Developing a global mindset: learning of global leaders is to find out the requirements and needs of leading in a global environment in the eyes of leaders. It focuses on how these leaders learn and build up their global mindset. The methodology is qualitative, where 24 global leaders are interviewed, and then analyzed through content analysis.

Bode (2019): Women or Leaders? Practices of Narrating the United Nations as a Gendered Institution supports the idea that women are underrepresented at most senior levels in the UN's leadership positions, even if this organization is concerned in promoting women's rights. This article has a feminist institutionalism literature based on international relations at micro level aspect. The methodology is qualitative, where semi-structured interviews are conducted with senior level women leaders in the United Nations.

Coleman (2019): Women leaders in the workplace: perceptions of career barriers, facilitators, and change. The study questions the genderism equality in leadership positions in a qualitative approach with 60 interviews with senior level women leaders in the UK in several fields.

Esch, Hopkins, O'Neil & Bilimoria (2018): How perceived riskiness influences the selection of women and men as senior leaders: the study is concerned in investigating the concept "perceived riskiness" and particularly its role in senior leadership selection decisions. It generates a logistic regression model from online survey filled by 253 people with previous experience in recruiting and promotion decision making.

Randolph & Nisbett (2019): mentoring leaders across race and gender lines: Insight from US army officers. It aims to point out the non-practice of mentoring in career development for minorities and women. The methodology is qualitative, interviewing 13 US army officers that represent several backgrounds with lots of inequities.

Beddow (2018): Women leadership and well-being: incorporating mindfulness into leadership development programs. The study investigates stress women face in their leadership positions, being exposed to challenges in negotiating, and underrepresented in leadership and positions. Results propose additional tools to mitigate the impact of gendered challenges on women's health and well-being, through mindfulness practices and other related training development programs.

Salvaj & Kuschel (2020): Opening the "Black Box": Factors Affecting Women's Journey to Senior Management Positions- A literature Review. The idea and conceptualization of women participating in top management positions or boardroom positions is taken into consideration as an issue gaining popularity and attention.

Sanchez & Lehnert (2019): The unbearable heaviness of leadership: The effects of competency, negatives, and experience on women's aspirations to leadership, studies how men and women aspire

leadership comparing between them and their relative conditions. Expert opinion is sought with seven staff and faculty of Michigan colleges, followed by a pilot study and a survey at six universities.

Research Problem- In a stereotypical mindset that attributes most leadership position's success to men, there must be a glimpse also to the role of women leaders in the success of their businesses and conquering fiercely leadership positions just like men do. Moreover, a "global leader" must have specific characteristics to operate globally. Can women succeed in leadership positions just like men do? Are there special characteristics that make a leader a global leader?

Research purpose- This study is an attempt to demonstrate the success of women in leadership positions, to break the stereotypical mindset considering that women cannot succeed and conquer in leadership positions as men do. Also, it aims to assess some characteristics for a leader to be a global leader.

Novelty- This research differs from what precedes by approaching the topic 'Women as Business Leaders' in a mixed method approach. The first part of the study is qualitative consisting of the interview of 8 women leaders to understand certain variables in a more practical way and examine what is concerned in aspects of leadership (salary, word-of-mouth, positive influence, intention, recognition, etc.). The other part is quantitative, surveying 200 participants (men and women) to gain insights concerning women leadership positions and influences and build up a logistic regression model. Then the results of the logistic binary regression with the Bayesian Belief Network serve to better estimate the needed characteristics to be global leaders.

METHODOLOGY

The research philosophy is "Interpretivism". It is inter-subjective and relies on meanings and concepts of society and experience and it follows an epistemology of transaction, where people are not differentiated from their knowledge and the researcher has a direct bond with the subject being studied in the research. This research focuses on the subjective meanings of the social phenomena by women leaders and their interpretation (Saunders, Lewis, & Thornhill, 2009; Saunders, Lewis, & Thornhill, 2016).

The research approach applies inductive reasoning, collecting data from 8 interviewees subjected to a guided open question interview, and then deductive reasoning with a structured close ended questionnaire to 200 participants based on literature. The two different reasoning approaches cannot be mixed by abduction reasoning even if this study holds an estimation of what characteristics (probable premises) a leader (evident premise) must possess to be a global leader (Ketokivi & Mantere, 2010).

The research is exploratory in the qualitative interview part. And it serves to gain insights about women leaders and other aspects concerning their leadership affairs. The next part is descriptive and allows gaining the profile of women as business leaders, studies their characteristics, and makes inferences to estimate the required characteristics of a leader to be a global leader. Finally, it is explanatory about the relationship between many independent variables (salary, word of mouth, intention, balance…) and the dependent variable (global leader).

This research involves a mixed method, conducted quantitatively through a survey and a Bayesian belief network, and qualitatively through an interview (Denzin & Lincoln, 2011).

Time horizon- The duration for data collection from women leaders on the interview questions took one month and a half: May 19 to June 4. Survey duration took 5 weeks: June 15 to July 22, 2021.

Sampling- The sample for the qualitative interviewing is a purposive sample aiming to get the opinion of 8 women leaders. For the quantitative part, the population is all Lebanese people who have a cell phone and can understand and answer the questionnaire. The sample for this part is a random snowball sample of 200 people. The response rate in the survey is 55%. Concerning the interview, only 8 out of 11 contacted women leaders responded. Two claimed lacking time to participate in the interview, and one proposing public interviewing on social media.

Instruments of the study- The instruments for data collection are two structured questionnaires. The first is a guided open question built, and the second is a closed ended questionnaire.

Table-1: Types of the variables

Type	Variables
Demographics	Gender, Age, Marital Status, Educational Level, Profession, Occupation
Independent	Women Underrepresentation, Gender Diversity, Salary, Word of mouth, Positive Influence, Balance 1, Intention, Personal Characteristics, Demographic Characteristics, Recognition, Strategic crisis response, Seen as a leader, Creativity, Corporate governance, Ecological Management, Balance 2, Psychological characteristics, Crisis Management, Business Mistakes, Cultural Constraints
Dependent	Global Leader

Data analysis

For inferential statistics, data processing and statistical analysis are conducted in SPSS 25.

Reliability test

Cronbach Alpha tests the reliability of the measuring scales. According to Evard *et al.*, (1997) and Igalens and Roussel (1998) the recommendation for Cronbach's alpha of the minimum significance is 0.60.

Table-2: Case Processing Summary

		N	%
Cases	Valid	200	100.0
	Excluded ^a	0	.0
	Total	200	100.0
a. List wise deletion based on all variables in the procedure.			

Table-2: Case Processing Summary

Cronbach's Alpha	N of Items
.784	17

Binary Logistic Regression

A binary logistic regression analyzes multiple factors affecting a negative or positive result or outcome. In other words, it calls for only two possible outcomes. In this research, the two outcomes are characterized by Yes or No, and 14 variables or predictors where examined. The dependent variable "Global Leader" is binary or dichotomous in nature. And this analysis technique is used to estimate or predict relationships between variables (14 independent variables with one dependent variable), where the dependent is binary.

Research quality

In terms of research quality, Kelly (1927) has identified the concept of validity as a test being valid if it measures what it claims to measure. Extracting variables from literature assures the validity of knowledge and its interpretations (Mcleod, 2013).

RESULTS AND DISCUSSION
Interviews with Women Leaders

Interviews with women leaders from various sectors are conducted to learn more about them and their leadership styles. These interviews reveal women's thoughts toward a variety of topics, including career success, leadership success, perception, personal traits, demographic characteristics, and so on. The studied responses and properly identified variables result in the model establishment that links the interviewees' responses and estimates the needed characteristics for a leader to be a global leader.

The results of the logistic regression are largely compatible with the model. In logistic regression, the variables "Personal Characteristics" and "Positive Influence" are both significantly dependent on the dependent variable "Global Leader." And, based on responses: Love, openness, communication skills, diversity, self-confidence, having shared interests, being humble, and possessing a combination of talents are all sub-categories of the variables being tested: "personal characteristics" and "positive influence." The participants in this type of data collection did not adequately state any opinions related to the other two significantly proven variables: "Ecological Management" and "Demographic Characteristics."

Smith & Foti (1998), who think that individuals emerge as group leaders by pairing the common or shared ideas and conceptions of those they follow, indicate a leader's good influence on others, particularly their followers. And this highlights the necessity of caring about followers, in terms of their accomplishments and creations, and positive influence being a group leader, particularly when operating internationally (Smith & Foti, 1998).

This is confirmed by all respondents. They agreed that a leader's good influence on others while performing his or her job is a reliable element in determining career success. Some interviewees underline the importance of working in a team, caring for others, sharing, having positive work attitudes, and treating others with respect. For one interviewee, having a positive impact is a matter of karma that will return to the leader. Other female leaders believe that having a favorable or positive influence on others at work will help them develop in their careers.

Related studies focus on a leader's positive influence over followers as well as the leader's demographic characteristics (Lord, Foti, and de Vader, 1984; Lord & Maher, 1991). This is also reflected in follower centric leadership theories, where a given individual has a greater potential to be a leader and recognized as a source of influence for his or her followers if he or she matches the follower's mental image of a perfect leader prototype (Lord, Foti, & de Vader, 1984; Lord & Maher, 1991). Such leadership prototypes would involve demographic-related criteria such as race, age, and gender (Rosette, Leonardelli, & Phillips, 2008).

The phenomena of associating a certain leader prototype to a specific target individual shows that the more women are viewed as leader-like by followers, the more open followers will be pushed to their intended influence. All interviewees disagree on demographics such as ethnicity, age, or gender as determinants of great leaders. This factor of defining a successful leader, according to four leaders, is meaningless and unreliable in determining a successful leader. A successful leader can exist in any place or time based on a single response. Two interviewees stated that a person's leadership capabilities are characterized by his or her actions, notably the abilities and attributes of the

leader. One leader believes that a leader's success is decided by his or her excitement and desire (Van Quaquebeke, Van Knippenberg, & Eckloff, 2011).

Mayer & Oosthuizen (2019) contribute to the explanation of this issue in terms of personal characteristics, where they believe that a leader must meet specific qualifications to thrive in the business world. He or she must possess a particular level of wisdom, significant intelligence, and high levels of creativity. Out of these characteristics, creativity has gained the most popularity, as it is seen as a reflection of coming up with brilliant ideas to complete specific tasks and achieve specific goals, as well as effectively managing critical problems and difficult situations through focused minds.

Mayer and Oosthuizen's research reveal the true significance of the personal characteristics that a leader may possess that contribute to the success of any organization. In addition, Sternberg and Lubart (1995) define creativity as the ability to initiate and find appropriate solutions to specific situations. This type of solution must be of high quality, relate to the principle of applying creative thinking to business, and demonstrate a particular level of passion and motivation for the duties that leaders are given. All these studies show how crucial it is for a leader to have personal characteristics such as knowledge, intelligence, and, most significantly, creativity (Mayer & Oosthuizen, 2019).

In this context, all the respondents agree that effective leaders are defined by their level of wisdom,

intelligence, and creativity. Two leaders recommend an additional leadership trait: "visionary leadership," or having the passion and ethics to run a company effectively.

Qureshi and Farrukh (2020) stated that female leaders take ecological issues and concerns into consideration, on which suitable measures are set to improve the firm's operations and the energy efficiency of all activities and operations, and this implies orienting the organization's ability to deal with a wide range of environmental risks improves (Qureshi & Farrukh, 2020).

All leaders believe that environmental management helps a business succeed, especially in challenging and difficult circumstances. Others are inspired by the idea of thinking ecologically and focusing on alternative economies, clean energy, insight, and technology rather than natural resources, as some see it as making good use of resources that would help a business grow, especially in times of uncertainty. Other interviewees believe that operating a business in an environmentally friendly way or according to ecological management standards would have an impact on the company's reputation or image. Some ascribe this to the importance of environmental management as a basis for a company's success and a best method to run a business. One-woman leader believes that businesses that practice ecological management have a competitive advantage over other businesses which are unable to modify their business models fast.

Fig-1: A model showing the characteristics of global leaders resulting from the answers of Interviewees

Binary Logistic Regression

A second modeling has indicated four characteristics of global leaders resulting from logistic regression analysis: Positive influence, Demographic characteristics, Personal traits, and Ecological management. However, 14 other variables are excluded.

The analysis obeys forward LR where all variables are added stepwise with much iteration to point out the significant variables. The four variables are the independent covariates that justify the variation of the dependent variable.

Table-4: Variables in the equation

		B	S.E.	Wald	df	Sig.
Step 1[a]	Personal characteristics	.967	.311	9.671	1	.002
	Constant	-1.216	1.015	1.436	1	.231
Step 2[b]	Personal characteristics	.745	.320	5.436	1	.020
	Ecological Management	.919	.345	7.100	1	.008
	Constant	-2.942	1.259	5.460	1	.019
Step 3[c]	Positive influence	-1.095	.381	8.261	1	.004
	Personal characteristics	1.216	.371	10.771	1	.001
	Ecological Management	1.195	.369	10.467	1	.001
	Constant	-1.643	1.386	1.406	1	.236
Step 4[d]	Positive influence	-1.017	.380	7.176	1	.007
	Demographic characteristics	.509	.235	4.684	1	.030
	Personal characteristics	1.285	.375	11.760	1	.001
	Ecological Management	1.223	.369	10.964	1	.001
	Constant	-3.037	1.546	3.856	1	.050
a. Variable(s) entered on step 1: Personal characteristics						
b. Variable(s) entered on step 2: Ecological Management						
c. Variable(s) entered on step 3: Positive influence						
d. Variable(s) entered on step 4: Demographic characteristics						

Table 4 shows the 4 factors in the equation that make the best prediction for the dependent variable: Positive influence, Demographic characteristics, Personal traits, and Ecological management. These variables have a significant impact on the dependent variable, Global Leader. The equation of the logistic regression is:

$$GL = -1.017 \, PI + 0.509 \, DC + 1.285 \, PC + 1.223 \, EM - 3.037$$

Bayesian Belief Network

A Bayesian Belief Network is applied to the four variables of the logistic regression and the dependent variable as well, where Global Leader is a child node, having 4 parent nodes: Positive Influence, Demographic Characteristics, Personal Characteristics and Ecological Management.

Out of the conditional probability table the following probabilities can be extracted:
- **P (GL=Yes/ PI=Yes, DC=Yes, PC=Yes, EM=Yes) = 96.154**
- **P (GL=No/ PI=Yes, DC=Yes, PC=Yes, EM=Yes) = 3.846**

The probability of a leader being a global leader given that he/she exerts positive influence over his/her followers, possessing certain demographic characteristics, certain personal characteristics and applies ecological management is 96.154, which is a high indication value. This means that these four variables being all present in a leader can make him a global leader by a great percentage. This predicted percentage is the highest percentage among all different possibilities in the conditional probability table and is compatible and previously proved to affect the dependent variable (GL) by a logistic regression analysis.

Different scenarios are applied to understand the effect of each independent variable in correspondence to the dependent variable, and which variables have high effect on global leadership and which variables have less effect.

Scenarios' analysis indicates that what matter most for a leader to operate globally are the personal characteristics he/she might possess, even if no positive influence is exerted on followers, and no ecological management is applied. But a leader exerting only positive influence over others cannot be a global leader. However, another scenario demonstrates that a leader can be global leader by only applying ecological management, even when he/she does not have positive influence on followers and does not have personal or demographic characteristics. But a leader having only demographic characteristics, no personal characteristics and no positive influence over others and no ecological management, would not be a global leader.

To understand which variable out of these two (personal characteristics and ecological management) have greater impact on the dependent variable (global leader), inferences are applied. The following figure illustrates the conclusion resulting from several scenarios and the logistic regression analysis.
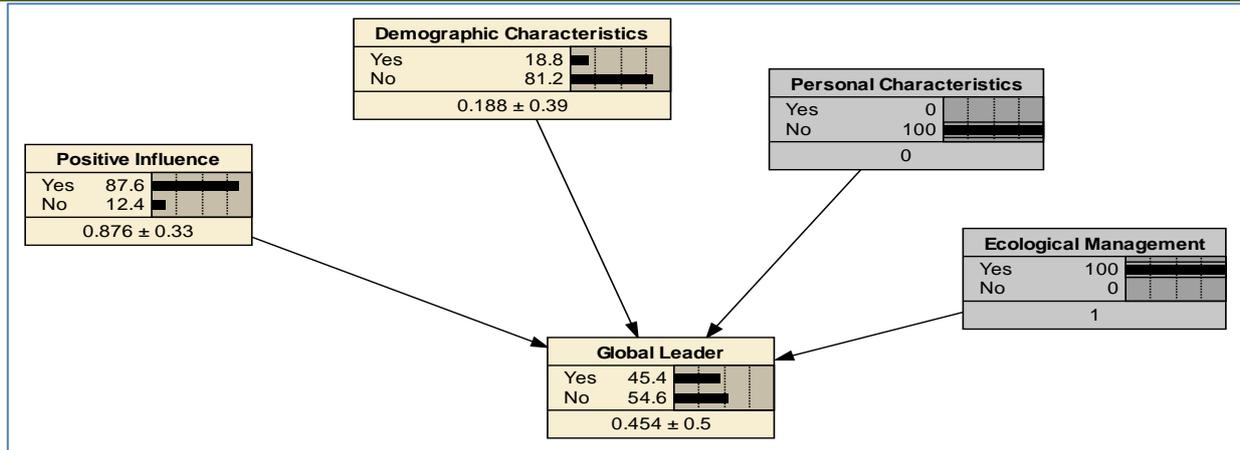
Fig-2: A leader applying only ecological management having no personal characteristics where no modifications to the other two factors were made

P (GL=Yes/ PC=No, EM=Yes) = 45.4%
P (GL=No/ PC=No, EM=Yes) = 54.6%

The model indicates that a leader having at the same time personal characteristics and no ecological management would be a global leader, but the opposite is not true. However, this is a clue that personal characteristics have a greater effect on a leader than ecological management in terms of acting globally and being a global leader.

Implications, Limitations and Recommendations

The findings of this study hold important theoretical, methodological, and managerial contributions.

Theoretically and according to Asekun (2018), being a global leader requires having a great capacity to share and harmonize a global workforce to become at last an owed shared vision. In addition to this, it requires having an extraordinary ability to affect, influence and shift the business into thinking and acting globally. This is done through exploiting opportunities and taking advantage of integrated leadership networks and styles.

The results of the logistic regression of this research confirm the results of Asekun as global leadership depends on the personal characteristics of the leader him/herself which gives emphasis on the leadership style, and on the positive influence a leader exerts over followers which is compatible with Asekun's idea concerning influencing followers and shifting their business into thinking and acting globally.

Results also agree with Qureshi (2020). Ecological management is important and may contribute to allow a leader to become a global leader.

Methodologically, the techniques used in identifying, selecting, processing, and analyzing information are reliable and helpful in handling the research questions. The qualitative part helps reaching the purpose of the research questions, where the interviewed women leaders demonstrate that they can succeed in leadership positions just like men do. The quantitative part paves the way for more knowledge concerning women leadership in business. And finally, the Bayesian belief network plays an important role in answering one of the research questions concerning global leadership, on which four characteristics are estimated to affect a leader in being a global leader.

In terms of managerial contributions, results prove that women can succeed in leadership positions just like men do, and there are special characteristics that make a leader a global leader. However, this is translated in real life through the success stories heard each day about women leaders in the business world, and this denies the stereotypical bias and attitude concerning men and women leadership.

This research also paves the way for pointing out an outline for a leader to be a global leader through identifying reliable characteristics to be so, through plenty of inferences and iterations.

Limitations and Recommendations

The first limitation is that this sample size is relatively small. More reliable results can be reached with a bigger sample. Future studies should therefore try to increase the number of participants in the questionnaire, as well as selecting different territories of women leaders.

Another limitation is that some of the interviewed women leaders do not have sufficient information concerning the concept of "global leader". And this is reflected in some of their responses and indicates a knowledge gap.

Finally, the results of the logistic regression point out four main characteristics of a leader to be a global leader. Further research should examine more aspects of being a global leader. In other words, this research figures out four main characteristics of a global

leader leaving behind a wide range of possible characteristics that might be useful to leaders seeking a global business.

CONCLUSION

Women can play a significant role in promoting leadership, success, and prosperity. They can make businesses a more powerful place, based on an environment of transparency, effective decision-making procedures, power, and equality in all terms. Investing in women's leadership is thus smart development as well as smart security.

Interviews with women leaders reveal the model that links the interviewees' responses and estimates the needed characteristics for a leader to be a global leader. The results of the logistic regression are largely compatible with the model. In logistic regression, the variables "Personal Characteristics" and "Positive Influence" both significantly impact the dependent variable "Global Leader." And, based on responses: Love, openness, communication skills, diversity, self-confidence, having shared interests, being humble, and possessing a combination of talents are all sub-categories of the variables: "personal characteristics" and "positive influence." participants do not reveal any opinions related to the other two significantly proven variables: "Ecological Management" and "Demographic Characteristics."

Women leaders agree that a leader's good influence on others while performing his or her job is a reliable element in determining career success. Interviewees underline the importance of working in a team, caring for others, sharing, having positive work attitudes, and treating others with respect. Others believe that having a favorable or positive influence on others at work enhances career development. All interviewees disagree on demographics such as ethnicity, age, or gender as determinants of great leaders. He or she instead, must possess wisdom, intelligence, and creativity, with creativity being the most popular. Another leadership trait is "visionary leadership." All leaders believe that environmental management helps a business succeed, especially in challenging and difficult circumstances. Both the logistic regression and the Bayesian Belief Network (96.154%) show the four factors in the equation that make the best prediction for the dependent variable Global Leader: Positive influence, Demographic characteristics, Personal traits, and Ecological management. The number of women in leadership positions is increasing, and it will likely continue to rise as companies recognize the positive impact this integration brings to businesses. Finally, promoting equal opportunities giving equal recognition to both genders concerning positions and leadership role is a necessity. The new question is: In the turmoil of global change, how would women leaders contribute to the new organization era?

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