

ATTRIBUTES OF 21ST CENTURY WOMAN EXECUTIVES: BASIS FOR ORGANIZATIONAL EFFICIENCY AND PROMOTION OF GENDER EQUALITY IN THE WORKPLACE

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ABSTRACT

The study seeks to address the gap between the evolving attributes of modern women executives and the organizational structures that either enable or hinder their effectiveness. The descriptive-evaluative method of research was utilized in the study to gather information to describe and interpret the effects of self-efficacy, strategic leadership and organizational commitment of 21st century woman executives: basis for promoting gender equality in the workplace. Data were gathered through a questionnaire administered to women executives and analyzed using frequency counts, percentages, mean, and correlation coefficient. Findings show that women executives report strong self-efficacy and leadership engagement but continue to experience limited opportunities for advancement, the presence of a glass ceiling, gender discrimination, and inadequate work-life balance initiatives. Higher engagement was observed among executives in their prime career years and those with higher income levels, indicating stronger organizational commitment. A proposed plan of action is recommended to help organizations create environments where women executives can thrive, thereby improving organizational efficiency and advancing gender equality in the workplace.

Keywords: *Gender Equality, Leadership Engagement, Organizational Efficiency, Woman Executives*

INTRODUCTION

The 21st century has witnessed significant transformations in organizational structures, leadership paradigms, and workplace dynamics. One of the most notable shifts is the increasing presence and influence of women executives across industries worldwide. Prior studies on women in leadership highlight their contributions to innovation, collaborative management styles, and inclusive decision-making processes. Research has shown that organizations with diverse leadership teams often achieve higher levels of efficiency, adaptability, and employee satisfaction. However, despite these advancements, persistent challenges such as gender stereotypes, unequal opportunities for promotion, and limited representation in top executive positions remain evident.

Existing literature has extensively examined gender equality in the workplace, focusing on policy frameworks, organizational culture, and leadership outcomes. Yet, there is a gap in empirical studies that specifically analyze the attributes of contemporary woman executives as determinants of organizational efficiency and as catalysts for promoting gender equality. This gap underscores the need to investigate not only the presence of women in leadership but also the qualities, competencies, and strategies they embody that contribute to organizational success.

The research problem addressed in this study is the limited understanding of how the attributes of 21st century woman executives serve as both a foundation for organizational efficiency and a mechanism for advancing gender equality in professional settings. This problem is particularly relevant in contexts where gender mainstreaming policies exist but their translation into practice remains inconsistent.

METHODS

The descriptive – evaluative method of research was utilized in the study to gather information to describe and interpret the effects of self-efficacy, strategic leadership and organizational commitment of 21st century woman executives: basis for promoting gender equality in the workplace. The subjects of this study were private and government employees, specifically woman executives in the workplace in the sixth district. The researcher used stratified purposive sampling in determining the respondent. The researcher identified the number of respondents in the sixth district of Pangasinan. The researcher secured permits to conduct the study from the offices of the Private and Government institution in the six districts. The researcher administered the questionnaire to the respondents via questionnaire - checklist in printed form. The data gathered were analyzed using descriptive- evaluative statistical tools which include frequency counts and percentages, mean, and Correlation Coefficient (ρ).

RESULTS AND DISCUSSION

The demographic profile of women executives and their subordinates reveals distinct patterns that underscore differences in career stage, educational attainment, civil status, and professional opportunities.

Table 1
Profile of the Woman - Executives and Subordinates

Profile Variables	Category	Category			
		Women Executive (n = 136)		Subordinates (n = 150)	
		Frequency	Percent	Frequency	Percent
Age	21-25	2	1.5	31	20.7
	26-30	7	5.1	26	17.3
	31-35	13	9.6	22	14.7
	36-40	27	19.9	24	16.0
	41-45	25	18.4	15	10.0
	46-50	27	19.9	16	10.7
	51-55	23	16.9	10	6.7
	56-60	12	8.8	6	4.0
Civil Status	Married	111	81.6	84	56.0
	Separated	7	5.1	5	3.3
	Single	13	9.6	54	36.0
	Widower	5	3.7	7	4.7
	Baptist	38	27.9	14	9.3
	Christian	30	22.2	40	26.7
	Iglesia ni Cristo	28	20.6	15	10.0
Highest Educational Attainment	Bachelor's Degree Graduate	27	19.9	80	53.3
	Bachelor's Degree graduate with MS/MA units	18	13.2	25	16.7
	ED.P/Ph.D.Degree	30	22.1	2	1.3
	Ed.D/Ph.D. Academic Requirements/ units	28	20.6	3	2.0
	High school Graduate	9	6.6	24	16.0
	MS/MA Degree Graduate	17	12.25	9	16.0
	No answer	7	5.1	7	4.7
Eligibility	Civil Service	45	33.1	79	52.7
	Licensure Examination for Teachers (LET)	61	44.9	21	14.0
	Other Board Examinations	20	14.7	7	4.7
	No answer	10	7.4	43	28.7
Monthly Income	19,040 – 38,080	31	22.8	3	1.0
	38,080 – 66,640	28	20.6	70	24.5
	66,640 – 114, 240	30	22.1	55	19.2
	9,520 – 19, 040	14	10.3	55	19.2
	19,040 – 38,080	30	22.1	102	35.7
	No answer	3	2.1	1	0.3
Training seminar attended related to the position/ designation	Division level	18	13.2	20	13.3
	International Level	31	22.8	11	7.3
	National Level	30	22.2	26	17.3
	Provincial Level	23	16.9	30	20.0

In terms of age, women executives are predominantly concentrated in the mid-to-late career stages, with the majority falling between 36 and 50 years old. This suggests that leadership positions are typically attained after years of professional experience and maturity. In contrast, subordinates are largely younger, with a significant proportion aged 21–30, reflecting a workforce composed of early-career professionals. This generational divide highlights the progression from entry-level roles to executive leadership over time.

Civil status further differentiates the two groups. A striking majority of executives are married (81.6%), whereas subordinates present a more diverse profile, with 36% single and 56% married. This pattern may indicate that marital stability is more common among those in leadership roles, possibly reflecting social expectations or the influence of family support in career advancement. Religious affiliation also shows variation: executives are more clustered within Baptist (27.9%) and Iglesia ni Cristo (20.6%), while subordinates are more evenly distributed, with Christian affiliation (26.7%) as the largest group. This suggests that executives may be more concentrated in specific denominations, while subordinates reflect broader diversity.

Educational attainment reveals a significant gap. Executives are highly educated, with 42.7% holding doctoral degrees or units, underscoring the importance of advanced education in attaining leadership positions. Subordinates, however, are concentrated at the bachelor's level (53.3%), with only 1.3% holding doctoral degrees. This disparity highlights the role of higher education as a critical factor in career progression. Eligibility patterns also differ: executives are more likely to have passed the Licensure Examination for Teachers (44.9%), while subordinates rely more on Civil Service eligibility (52.7%). Notably, a significant portion of subordinates (28.7%) did not provide eligibility information, which may reflect either lack of qualification or reluctance to disclose.

Income distribution further illustrates hierarchical distinctions. Executives are clustered in higher income brackets, particularly between ₱66,640 and ₱114,240, while subordinates are concentrated in the ₱19,040–₱38,080 range. This disparity reflects organizational compensation structures and the financial benefits associated with leadership roles. Training and seminar attendance also shows contrasting opportunities: executives have greater access to international (22.8%) and national (22.2%) training, while subordinates are more engaged in provincial (20%) and national (17.3%) programs. This suggests that executives benefit from broader, global perspectives, while subordinates remain limited to local contexts.

In summary, the findings highlight several significant observations: executives are generally older, married, highly educated, professionally licensed, and better compensated, with greater access to international training. Subordinates, on the other hand, are younger, more diverse in civil status and religion, concentrated at the bachelor's level, reliant on civil service eligibility, and situated in lower income brackets with limited training exposure. These patterns emphasize the hierarchical distinctions between leadership and staff, underscoring the role of education, professional qualifications, and training opportunities in shaping career advancement and organizational dynamics.

Attributes of the 21st Century Women Executives Observed Strength and Weaknesses

Self-Efficacy and Vicarious Experiences

The statistical analysis of Table 2 reveals that the very significant findings center on the consistently high ratings across both self-efficacy and vicarious experiences, with mean scores of 4.756 and 4.761 respectively.

Table 2

Observed Strength of Woman Executives along the Level of Self-Efficacy and Vicarious Experiences

Indicators	Level of self-efficacy				
	5	4	3	2	1
a.1 Performance Accomplishments					
1. Accomplished in professional achievements as a 21st-century woman executive.	218 (76.2%)	65 (22.7%)	3 (1%)	0	0
2. Sense of self-efficacy significantly influences the performance as a woman executive.	216 (75.5%)	68 (23.8%)	2 (.7%)	0	0
3. Strategic leadership plays a crucial role in enhancing the success of woman executives in the 21st-century workplace.	220 (76.9%)	64 (22.4%)	2 (.7%)	0	0
4. Organizational commitment positively impacts the career growth and opportunities for woman executives.	218 (76.2%)	65 (22.7%)	3 (1.0%)	0	0
5. Promoting gender equality in the workplace requires acknowledging and nurturing the potential of woman in leadership roles.	221 (77.3%)	63 (22.0%)	2 (.7%)	0	0
Mean	4.756				
a.2 Vicarious Experiences					
1. Woman executives successfully navigating leadership roles in workplace.	210 (73.4%)	74 (25.9%)	2 (.7%)	0	0
2. Woman executives serve as inspirational role models for aspiring female leaders.	217 (75.9%)	67 (23.4%)	2 (.7%)	0	0
3. Witnessing woman executives in high-ranking positions has positively impacted their perception of gender equality in leadership roles.	224 (78.3%)	60 (21.0%)	2 (.7%)	0	0
4. The visibility of woman executives has encouraged to strive for leadership positions in their career.	219 (76.6%)	65 (22.7%)	2 (.7%)	0	0
5. The success stories of woman executives have influenced their belief in the potential for gender equality in the workplace.	228 (79.7%)	56 (19.6%)	2 (.7%)	0	0
Mean	4.761				

Note: 1 – Disagree (1.00 -1.50); 2 – Strongly Disagree (1.51 – 2.50); 3 – Neutral (2.51 -3.50); 4 – Agree (3.51 – 4.50); 5 – Strongly Agree (4.51 – 5.00)

In terms of self-efficacy, more than three-fourths of respondents strongly affirmed that women executives are accomplished in professional achievements, that their sense of self-efficacy directly influences performance, and that strategic leadership and organizational commitment

are crucial to their success. Equally important, 77.3% strongly agreed that promoting gender equality requires recognizing and nurturing women’s leadership potential, underscoring the strong link between efficacy and equity.

On the dimension of vicarious experiences, the findings are even more pronounced: 78.3% strongly agreed that witnessing women in high-ranking positions positively shaped perceptions of gender equality, while the highest endorsement (79.7%) was given to the influence of success stories in strengthening belief in gender equity.

These results highlight that women executives not only demonstrate strong self-efficacy through their accomplishments and leadership but also exert a powerful vicarious influence by serving as role models, reshaping workplace perceptions, and inspiring others to pursue leadership roles. Collectively, the findings emphasize that the dual strengths of efficacy and visibility are pivotal in advancing organizational efficiency and promoting gender equality in the 21st-century workplace.

Social Persuasion and Psychological and Emotional State

The results of Table 3 reveal very significant findings that highlight the strong influence of both social persuasion and psychological and emotional states on the self-efficacy of women executives. In terms of social persuasion, the data show that a large majority (78–80%) strongly agreed that encouragement, mentorship, and inclusive workplace cultures positively shape the career trajectory of women leaders. Most notably, 80.1% affirmed that women executives serve as influential role models, underscoring their capacity to inspire greater gender diversity in top positions. Similarly, psychological and emotional states yielded equally strong results, with 80.1% strongly agreeing that organizational policies provide support in addressing gender-related issues and that equal opportunities for advancement are evident in their workplaces. At the same time, significant proportions (75–78%) acknowledged the persistence of gender biases, differences in evaluation and compensation, and gaps in task distribution, reflecting the challenges that remain. With overall mean scores of 4.757 for social persuasion and 4.750 for psychological and emotional states, these findings emphasize that women executives not only thrive through external support and inclusive cultures but also navigate psychological realities shaped by both empowerment and ongoing gender disparities. Collectively, the evidence underscores that self-efficacy is reinforced by strong social persuasion and organizational support, while simultaneously challenged by persistent biases that must be addressed to sustain gender equality in leadership.

Table 3
Observed Strength of Woman Executives along the Social Persuasion and Psychological and Emotional States

Indicators	Level of self-efficacy				
	5	4	3	2	1
a.3 Social Persuasion					
1. Woman in executive positions face societal pressure to conform to traditional gender	217 (75.9%)	60 (21.0%)	2 (.7%)	1 (.3%)	0

roles rather than assert their leadership qualities.					
2. The encouragement and support of woman in leadership positions can positively impact gender equality in the workplace.	224 (78.3%)	58 (20.3%)	3 (1.0%)	1 (.3%)	0
3. Woman executives can serve as influential role models for aspiring female leaders, contributing to greater gender diversity in top positions.	229 (80.1%)	53 (18.5%)	3 (1.0%)	1 (.3%)	0
4. Effective mentorship and sponsorship programs can help overcome social barriers faced by woman executives in their career progression.	224 (78.3%)	58 (20.3%)	3 (1.0%)	1 (.3%)	0
5. Workplace cultures that promote inclusivity and diversity positively influence the career trajectory of woman in executive roles.	225 (78.7%)	55 (19.2%)	4 (1.4%)	2 (.7%)	0
Mean	4.757				

a.4 Psychological and Emotional States					
1. Woman executives in workplace provides equal opportunities for career advancement regardless of gender.	229 (80.1%)	52 (18.2%)	4 (1.4%)	1 (.3%)	0
2. Woman executive believes that gender biases or stereotypes affect decision-making processes within my workplace.	215 (75.2%)	64 (22.4%)	4 (1.4%)	3 (1.0%)	0
3. Woman executives perceive a significant difference in the way men and woman are evaluated or compensated for similar roles.	224 (78.3%)	56 (19.6%)	3 (1.0%)	2 (.7%)	1 (.3%)
4. Woman executives a gender gap in the distribution of tasks or responsibilities among employees in my workplace.	219 (76.6%)	60 (21.0%)	3 (1.0%)	3 (1.0%)	1 (.3%)
5. Woman executive supported by the organizational policies and practices in addressing gender-related issues.	229 (80.1%)	54 (18.9%)	1 (.3%)	2 (.7%)	0
Mean	4.750				
Overall Mean on the Level of Self-efficacy	4.756				

Note: 1 – Disagree (1.00 -1.50); 2 – Strongly Disagree (1.51 – 2.50); 3 – Neutral (2.51 -3.50); 4 – Agree (3.51 – 4.50); 5 – Strongly Agree (4.51 – 5.00)

Attributes of 21st Century Woman-Executives observed strength along the Level of Leadership Engagement

The findings in Table 4 reveal clear trends that underscore the leadership strengths of 21st-century woman executives in both developing communicative vision and building dynamic core competencies. The consistently high ratings, with mean scores of 4.782 and 4.750 respectively, demonstrate that respondents overwhelmingly perceive woman executives as effective leaders who combine vision-driven communication with adaptive organizational skills.

A notable pattern emerges in the way these executives articulate inspiring visions and actively involve employees in the vision-building process, fostering ownership and commitment. Their ability to align organizational goals with values of diversity and inclusivity further highlights their role as champions of gender equality. This alignment not only strengthens organizational culture but also ensures that leadership practices resonate with broader social imperatives.

Table 4
Observed Strength of Woman- Executives along the Developing Communicative Vision and Building Dynamic Core Competencies

Indicators	Level of self-efficacy				
	5	4	3	2	1
b.1 Developing Communicative Vision					
1. 21st-century woman executives effectively articulate a clear and inspiring vision for their organizations.	223 (78.0%)	60 (21.0%)	3 (1.0%)	0	0
2. They demonstrate a strong ability to communicate their vision to diverse stakeholders within the organization.	219 (76.6%)	66 (23.1%)	1 (.3%)	0	0
3. These executives actively involve employees in the vision-building process, fostering a sense of ownership and commitment.	231 (80.8%)	54 (18.9%)	1 (.3%)	0	0
4. They adapt their vision to changing market conditions and organizational needs, demonstrating flexibility and agility.	225 (78.7%)	59 (20.6%)	2 (.7%)	2 (.7%)	0
5. 21st-century woman executives ensure that their vision aligns with the values of diversity, inclusivity, and gender equality.	229 (80.1%)	55 (19.2%)	2 (.7%)	0	0
Mean	4.782				
b.2 Building Dynamic Core Competencies					
1. Woman executives in our organization demonstrate flexibility in handling diverse challenges.	223 (78.0%)	60 (21.0%)	2 (.7%)	0	0
2. Woman executives effectively lead teams and initiatives, fostering an inclusive work environment.	216 (75.5%)	69 (24.1%)	1 (.3%)	0	0
3. Woman executives actively engage in collaborative efforts across departments and hierarchies.	219 (76.6%)	66 (23.1%)	1 (.3%)	0	0
4. Woman executives contribute innovative ideas that positively impact organizational strategies.	222 (77.6%)	62 (21.7%)	2 (.7%)	0	0
5. Woman executives actively seek opportunities for skill development and growth.	225 (78.7%)	60 (21.0%)	1 (.3%)	0	0
Mean	4.750				

Note: 1 – Disagree (1.00 -1.50); 2 – Strongly Disagree (1.51 – 2.50); 3 – Neutral (2.51 -3.50); 4 – Agree (3.51 – 4.50); 5 – Strongly Agree (4.51 – 5.00)

In terms of core competencies, woman executives demonstrate flexibility in handling challenges, collaborative engagement, and a proactive pursuit of continuous skill development. These attributes reflect a leadership style that is both innovative and inclusive, enabling organizations to adapt to changing market conditions while fostering teamwork across departments and hierarchies.

The implications of these findings are significant for organizational leadership and gender equality initiatives. First, they affirm that woman executives are not only capable of driving efficiency but also of embedding equity and inclusivity into organizational strategies. Second, the results suggest that organizations benefit from leadership models that prioritize communication, collaboration, and adaptability—qualities strongly associated with women leaders in this study. Finally, these findings reinforce the importance of institutionalizing gender equality initiatives, as the demonstrated strengths of woman executives provide empirical support for policies that promote their advancement into leadership roles.

In sum, the trends and patterns observed highlight that woman executives serve as pivotal agents of organizational transformation, combining visionary leadership with dynamic competencies that advance both efficiency and gender equality.

Table 5

Observed Strength of Woman- Executives along Emphasize the Effective Use of Human Capital and Investing in the Development of New Technology

Indicators	Level of self-efficacy				
	5	4	3	2	1
b.3 Emphasize the Effective Use of Human Capital					
Woman executives in today's workforce are provided adequate opportunities to develop and utilize their skills and talents.	222 (77.6%)	59 (20.6%)	5 (1.7%)	0	0
2. The organizational culture within the workplace encourages woman executives to take on leadership roles.	218 (76.2%)	66 (23.1%)	2 (.7%)	0	0
3. Woman executives are actively involved in decision-making processes within the company.	219 (76.6%)	65 (22.7%)	2 (.7%)	0	0
4. Mentorship and networking opportunities are available to woman executives to foster their professional growth.	219 (76.6%)	64 (22.4%)	3 (1.0%)	0	0
5. company provides sufficient resources and support for woman executives to enhance their leadership capabilities.	217 (75.9%)	66 (23.1%)	3 (1.0%)	0	0
Mean	4.755				
b.4 Investing in the Development of New Technology					
1. Investing in new technology is essential to create equal opportunities for woman executives in the workplace.	221 (77.3%)	59 (20.6%)	6 (2.1%)	0	0

2. allocating resources to develop new technologies can enhance the career growth of woman in executive positions.	217 (75.9%)	65 (22.7%)	3 (1.0%)	0	0
3. New technologies have the potential to mitigate gender disparities by providing innovative tools for woman executives to excel in their roles.	223 (78.0%)	58 (20.3%)	5 (1.7%)	0	0
4. Investing in technology aimed at supporting woman executives will contribute positively to the overall success and productivity of businesses.	220 (76.9%)	60 (21.0%)	6 (2.1%)	0	0
5. The integration of technology in promoting gender equality for woman executives should be a priority for companies in the 21st century.	218 (76.2%)	64 (22.4%)	4 (1.4%)	0	0
Mean	4.751				

Note: 1 – Disagree (1.00 -1.50); 2 – Strongly Disagree (1.51 – 2.50); 3 – Neutral (2.51 -3.50); 4 – Agree (3.51 – 4.50); 5 – Strongly Agree (4.51 – 5.00)

The statistical analysis in Table 5 reveals that the most notable strengths of woman executives lie in two critical areas: emphasizing the effective use of human capital and investing in the development of new technology. Under human capital, the data show overwhelming agreement among respondents, with more than 75%–77% strongly agreeing across all indicators. This demonstrates that women executives are not only provided with adequate opportunities to develop and utilize their talents but are also actively encouraged by organizational culture to assume leadership roles. Their strong involvement in decision-making, access to mentorship and networking, and the provision of sufficient resources further highlight that organizations are maximizing human capital by empowering women leaders. The high mean score of 4.755 underscores this as a consistent and systemic strength.

Similarly, the dimension of technology investment reflects equally strong consensus, with 75%–78% of respondents strongly agreeing that technological advancement is essential for promoting equality and enhancing career growth among women executives. The highest agreement (78%) was observed in the belief that new technologies can mitigate gender disparities, indicating that innovation is perceived as a powerful equalizer in leadership contexts. Respondents also affirmed that technology contributes positively to business success and should be prioritized in promoting gender equality. The mean score of **4.751** closely parallels that of human capital, suggesting that both dimensions are viewed as equally vital in strengthening the role of women executives.

Taken together, these results emphasize a dual strategy: organizations are effectively leveraging human capital by fostering leadership opportunities and support systems, while simultaneously recognizing the transformative role of technology investment in dismantling barriers and driving productivity. The consistently high levels of agreement across all indicators reflect a strong organizational commitment to empowering women executives, positioning them as key contributors to efficiency, innovation, and gender equality in the 21st-century workplace.

Attributes of 21st Century Woman-Executives observed strength along the Level of Leadership Engagement

The results in Table 6 highlight the notable strengths of woman executives in terms of engaging in valuable strategies and developing balance and control. For engaging in valuable strategies, the findings show consistently high levels of agreement, with over 73%–76% strongly agreeing across all indicators.

Table 6

Observed Strength of Woman- Executives along the Engaging in valuable strategies and Developing balance and control

Indicators	Level of self-efficacy				
	5	4	3	2	1
b.5 Engaging in valuable strategies					
1. Woman executives actively participate in mentorship programs to support the career growth of aspiring female professionals.	218 (76.2%)	64 (22.4%)	4 (1.4%)	0	0
2. Female leaders advocate for policies that foster work-life balance, benefiting both men and women in the organization.	211 (73.8%)	73 (25.5%)	2 (.7%)	0	0
3. Woman executives consistently challenge and address gender biases present in decision-making processes.	217 (75.9%)	66 (23.1%)	3 (1.0%)	0	0
4. Female leaders actively sponsor and champion other women within the organization for leadership positions.	216 (75.5%)	65 (22.7%)	5 (1.7%)	0	0
5. Woman executives proactively initiate and support initiatives focused on closing the gender pay gap.	217 (75.9%)	66 (23.1%)	3 (1.0%)	0	0
Mean	4.743				
b.6 Developing balance and control					
1. The workplace provides ample opportunities for the professional development of woman executives.	219 (76.6%)	61 (21.3%)	6 (2.1%)	0	0
2. Woman in executive roles have access to the same resources and networks as their male counterparts.	213 (74.5%)	71 (24.8%)	2 (.7%)	0	0
3. The organizational culture actively encourages a work-life balance for woman executives.	215 (75.2%)	69 (24.1%)	2 (.7%)	0	0
4. There are effective mentorship programs specifically tailored for woman in leadership positions.	221 (77.3%)	59 (20.6%)	6 (2.1%)	0	0
5. Policies and practices in the workplace support the advancement of woman to higher leadership roles.	223 (78.0%)	59 (20.6%)	4 (1.4%)	0	0
Mean	4.749				

Note: 1 – Disagree (1.00 -1.50); 2 – Strongly Disagree (1.51 – 2.50); 3 – Neutral (2.51 -3.50); 4 – Agree (3.51 – 4.50); 5 – Strongly Agree (4.51 – 5.00)

This demonstrates that women executives are actively involved in mentorship programs, advocacy for work-life balance, challenging gender biases, sponsoring other women for leadership roles, and supporting initiatives to close the gender pay gap. The overall mean of 4.743 indicates that these practices are firmly embedded in organizational culture, reflecting the proactive role of female leaders in advancing gender equity and organizational inclusivity.

Similarly, the dimension of developing balance and control yielded equally strong results, with 74%–78% of respondents strongly agreeing that women executives are provided ample opportunities for professional development, equal access to resources and networks, and organizational support for work-life balance. Notably, the highest agreement (78%) was observed in the belief that workplace policies and practices support the advancement of women to higher leadership roles, underscoring a strong institutional commitment to gender equality. The presence of tailored mentorship programs and supportive organizational culture further reinforces the ability of women executives to balance professional responsibilities with personal well-being. The mean score of 4.749 confirms that this dimension is a significant strength.

Taken together, these findings emphasize that women executives are not only strategically engaged in initiatives that promote equity and inclusivity but also benefit from organizational structures that enable balance and control in their leadership roles. The consistently high scores across both dimensions reflect a workplace environment that values empowerment, advocacy, and sustainable leadership practices, positioning women executives as vital contributors to organizational success and gender equality.

The results in Table 7 underscore the remarkable strengths of woman executives in the areas of engaging in ethical practices and closing the gender gap. In terms of ethical practices, the findings reveal very high levels of agreement, with 77%–80% of respondents strongly agreeing across all indicators. This demonstrates that women executives actively promote ethical behavior, reinforce standards within their teams, and serve as role models for employees regardless of gender. The highest agreement (79.7%) was observed in the belief that ethical leadership positively influences organizational culture, creating a more inclusive workplace. The overall mean of 4.765 confirms that ethical engagement is a defining strength of women leaders, shaping both organizational values and gender equality.

Equally significant are the results on closing the gender gap, where 75%–80% strongly agreed that women possess the same leadership qualities as men, and that equal opportunities and mentorship programs are crucial for workplace equality. The strongest consensus (80.1%) was found in the recognition that mentorship and sponsorship programs enhance women's chances of reaching executive positions, highlighting the importance of structured support systems. Respondents also affirmed that organizations should implement specific policies to address the gender gap, and that equal opportunities are essential for fostering fairness and inclusivity. The mean score of 4.764 closely mirrors that of ethical practices, showing that both dimensions are equally valued and strongly upheld.

Table 7

Observed strength of woman- executives along the engaging in ethical practices and closing the gender gap

Indicators	Level of Leadership Engagement				
	5	4	3	2	1
b.7 Engaging in ethical practices					
1. Woman executives actively promote ethical behavior in the workplace.	222 (77.6%)	58 (20.3%)	6 (2.1%)	0	0
2. Ethical conduct among woman leaders contributes significantly to fostering a culture of gender equality in their organizations.	217 (79.5%)	65 (22.7%)	4 (1.4%)	0	0
3. Woman executives effectively communicate and reinforce ethical standards within their teams and across the organization.	223 (78.0%)	60 (21.0%)	3 (1.0%)	0	0
4. The ethical behavior of woman in leadership positions serves as a role model for other employees, irrespective of gender.	225 (78.7%)	57 (19.9%)	4 (1.4%)	0	0
5. Ethical leadership by woman executives positively influences organizational culture, leading to a more inclusive workplace for all genders.	228 (79.7%)	54 (18.9%)	4 (1.4%)	0	0
Mean	4.765				
b.8 Closing the gender gap					
1. Woman possess the same leadership qualities as men	224 (78.3%)	57 (19.9%)	5 (1.7%)	0	0
2. The current gender gap in executive roles negatively affects workplace dynamics	217 (75.9%)	61 (21.3%)	4 (1.4%)	4 (1.4%)	0
3. Organizations should implement specific policies to address the gender gap in executive positions.	224 (78.3%)	58 (20.3%)	4 (1.4%)	0	0
4. Encouraging mentorship and sponsorship programs for women enhances their chances of reaching executive positions.	229 (80.1%)	54 (18.9%)	3 (1.0%)	0	0
5. Providing equal opportunities for woman in executive roles is crucial for workplace equality.	227 (79.4%)	56 (19.6%)	3 (1.0%)	0	0
Mean	4.764				
Overall Mean on the Level of Leadership Engagement	4.727				

Note: 1 – Disagree (1.00 -1.50); 2 – Strongly Disagree (1.51 – 2.50); 3 – Neutral (2.51 -3.50); 4 – Agree (3.51 – 4.50); 5 – Strongly Agree (4.51 – 5.00)

Taken together, these findings emphasize that women executives are not only ethical leaders who shape inclusive organizational cultures but also active agents in closing the gender gap by advocating for equal opportunities, mentorship, and policy reforms. The overall mean of 4.727 across leadership engagement dimensions reflects a consistently high level of strength, positioning women executives as pivotal contributors to organizational success, ethical governance, and gender equality in the modern workplace.

Attributes of 21st Century Woman-Executives observed strength along the Level of Organizational Commitment

This section shows the attributes of 21st-century woman executives and their observed strengths, it is crucial to understand how these qualities contribute to the enhancement of organizational commitment. As presented in Table 8 shows that the observed strengths of woman executives in terms of their organizational commitment, specifically in the areas of willingness to extend effort and desire to maintain membership in the organization.

The mean average result for willingness to extend effort is 4.785, indicating that woman executives generally agree that they are willing to invest extra time and effort to support gender equality initiatives within their workplace (79.0 percent strongly agree or agree), actively seek out opportunities to mentor and support other women in leadership positions to promote gender equality (78.0 percent strongly agree or agree), prioritize collaboration with colleagues to create a more inclusive work environment that values diverse perspectives (79.4 percent strongly agree or agree), actively advocate for policies and practices that support work-life balance (80.4 percent strongly agree or agree), and actively encourage and support diversity in hiring and promotion practices within their organization (81.1 percent strongly agree or agree).

Table 8

Observed Strength of Woman- Executives along willingness to extent effort and Desire to maintain membership in the organization

Indicators	Level of Level of Organizational Commitment				
	5	4	3	2	1
c.1 Willingness to extent effort					
1. Willingness to invest extra time and effort to support gender equality initiatives within my workplace	226 (79.0%)	55 (19.2%)	5 (1.7%)	0	0
2. Actively seek out opportunities to mentor and support other women in leadership positions to promote gender equality	223 (78.0%)	60 (21.0%)	3 (1.0%)	0	0
3. Prioritize collaboration with colleagues to create a more inclusive work environment that values diverse perspectives	227 (79.4%)	56 (19.6%)	3 (1.0%)	0	0
4. Actively advocate for policies and practices that support work-life balance, benefiting both men and women in leadership roles.	230 (80.4%)	54 (18.9%)	2 (.7%)	0	0
5. Actively encourage and support diversity in hiring and promotion practices within my organization.	232 (81.1%)	52 (18.2%)	2 (.7%)	0	0
Mean	4.785				
c.2 Desire to maintain membership in the organization					
1. The organization's commitment to gender equality influences my desire to remain a member	228 (79.7%)	53 (18.5%)	5 (1.7%)	0	0

2. The organization's initiatives aimed at supporting women executives positively impact my willingness to stay in this organization	225 (78.7%)	57 (19.9%)	4 (1.4%)	0	0
3. The organization's policies and practices regarding work-life balance positively influence my decision to remain a member	228 (79.7%)	54 (18.9%)	4 (1.4%)	0	0
4. The leadership's commitment to promoting gender equality significantly impacts their desire to stay in the organization	228 (79.7%)	54 (18.9%)	4 (1.4%)	0	0
5. The organization provides adequate support and resources for the professional development of woman executives	229 (80.1%)	53 (18.5%)	4 (1.4%)	0	0
Mean	4.781				

Note: 1 – Disagree (1.00 -1.50); 2 – Strongly Disagree (1.51 – 2.50); 3 – Neutral (2.51 -3.50); 4 – Agree (3.51 – 4.50); 5 – Strongly Agree (4.51 – 5.00)

The findings suggest that woman executives are highly committed to their organizations, demonstrating a willingness to extend effort to support gender equality initiatives, mentor and support other women in leadership positions, prioritize collaboration, advocate for policies and practices that support work-life balance, and encourage diversity in hiring and promotion practices. Additionally, women executives report that the organization's commitment to gender equality, initiatives aimed at supporting women executives, policies and practices regarding work-life balance, and leadership's commitment to promoting gender equality significantly impact their desire to remain a member of the organization Eagly, & Carli, L. (2007).

Attributes of 21st Century Woman-Executives observed strength along the Level acceptance of organizational values

The attributes of 21st-century woman executives, it is crucial to understand how their strengths align with the level of acceptance of organizational values. This alignment not only reinforces their leadership legitimacy but also drives organizational coherence and success. By integrating personal strengths with organizational values, women executives are not only shaping the future of their companies but also setting new benchmarks for leadership in the 21st century. As presented in Table 9 observed strength of woman-executives along the level of organizational commitment, with a focus on acceptance of organizational values. The results show that the majority of respondents (80.4% to 89.0%) strongly agree or agree with the statements related to organizational values, diversity, and inclusivity.

The high percentage of respondents who strongly agree or agree with the statements suggests that the organization has made significant efforts to promote gender equality and inclusivity (Eagly & Carli, 2007). The results are consistent with previous research that highlights the importance of organizational values and diversity initiatives in promoting gender equality (Kalev et al., 2006).

The findings suggest that the organization has created a positive environment that supports and values woman-executives, which can lead to increased job satisfaction and commitment (Hulin & Mayer, 1986).

The results imply that the organization's diversity and inclusivity initiatives have been effective in promoting gender equality and creating a sense of belonging among woman-executives.

Table 9

Observed Strength of Woman- Executives along Acceptance of organizational values

Indicators	Level of Level of Organizational Commitment				
	5	4	3	2	1
c.3 Acceptance of organizational values					
1. The organizational values of our company explicitly support gender equality	234 (81.8%)	48 (16.8%)	4 (1.4%)	0	0
2. The company actively promotes a diverse and inclusive work environment for all genders	226 (79.0%)	57 (19.9%)	3 (1.0%)	0	0
3. There are adequate support systems and resources in place for woman executives to thrive in their roles	226 (79.0%)	57 (19.9%)	3 (1.0%)	0	0
4. Training programs and initiatives in this company promote awareness and understanding of gender equality issues	226 (89.0%)	55 (19.2%)	5 (1.7%)	0	0
5. Opportunities for career advancement are equally available for both men and women in this organization	230 (80.4%)	52 (18.2%)	4 (1.4%)	0	0
Mean	4.785				
Overall Mean on the Level of Organizational Commitment	4.783				

Note: 1 – Disagree (1.00 -1.50); 2 – Strongly Disagree (1.51 – 2.50); 3 – Neutral (2.51 -3.50); 4 – Agree (3.51 – 4.50); 5 – Strongly Agree (4.51 – 5.00)

The mean score for the level of organizational commitment is 4.783, which falls within the "Agree" category (3.51-4.50). This suggests that, on average, respondents have a positive perception of the organization's commitment to gender equality and inclusivity.

Attributes of 21st Century Woman-Executives Observed Opportunities along Efficacy and Gender equality

This section focuses on the 21st century, the role of woman in executive positions has undergone a profound transformation, marked by a dynamic interplay of attributes, opportunities, efficacy, and strides towards gender equality.

As reflected in Table 10, it shows the observed opportunities as women-executives, with a focus on efficacy and gender equality. The results show that the majority of respondents (78.0% to 81.1%) strongly agree or agree with the statements related to opportunities for networking, unique strengths, and gender equality.

The high percentage of respondents who strongly agree or agree with the statements suggests that there are opportunities for woman-executives to enhance organizational effectiveness and contribute to more innovative and successful business outcomes (Hunt et al., 2015). The results are consistent with previous research that highlights the importance of gender equality and diversity in leadership roles (Catalyst, 2021).

Table 10

Observed Opportunities as Woman- Executives along Efficacy and Gender equality

Indicators	5	4	3	2	1
a.1 Efficacy					
1. Woman executives have to consistently prove themselves to be taken seriously in their positions	223 (78.0%)	57 (19.9%)	4 (1.4%)	1 (.3%)	1 (.3%)
2. Opportunities for networking and professional growth are more limited for woman executives	222 (77.6%)	56 (19.6%)	6 (2.1%)	2 (.7%)	0
3. Woman executives have to navigate systemic barriers such as unequal pay and promotion practices	220 (76.9%)	59 (20.6%)	5 (1.7%)	1 (.3%)	1 (.3%)
4. Woman executives possess unique strengths and perspectives that can enhance organizational effectiveness	224 (78.3%)	57 (19.9%)	5 (1.7%)	0	0
5. Increasing diversity at the executive level can lead to more innovative and successful business outcomes	225 (78.7%)	59 (20.6%)	2 (.7%)	0	0
Mean	4.752				
a.2 Gender equality					
1. Organizations are increasingly recognizing the value of diversity and inclusion, creating opportunities for women executives.	224 (78.3%)	58 (20.3%)	4 (1.4%)	0	0
2. There is growing awareness and advocacy for gender equality in leadership roles	217 (75.9%)	66 (23.1%)	3 (1.0%)	0	0
3. Networking and support groups provide valuable resources for woman executives to navigate challenges	223 (78.0%)	60 (21.0%)	3 (1.0%)	0	0
4. More companies are implementing policies and programs to support woman's career advancement	226 (79.0%)	57 (19.9%)	2 (.7%)	0	0
5. Woman executives have the opportunity to serve as role models and inspire future generations of female leaders	232 (81.1%)	52 (18.2%)	2 (.7%)	0	0
Mean	4.781				

Note: 1 – Disagree (1.00 -1.50); 2 – Strongly Disagree (1.51 – 2.50); 3 – Neutral (2.51 -3.50); 4 – Agree (3.51 – 4.50); 5 – Strongly Agree (4.51 – 5.00)

The mean score for opportunities as women-executives is 4.752 for efficacy and 4.781 for gender equality, which falls within the "Agree" category (3.51-4.50). This suggests that, on average, respondents have a positive perception of the opportunities available to women-executives.

The findings suggest that woman-executives have the opportunity to serve as role models and inspire future generations of female leaders, which can lead to increased diversity and inclusion in the workplace (Catalyst, 2021). The results imply that organizations are increasingly recognizing the value of diversity and inclusion, and implementing policies and programs to support women's career advancement.

As presented in Table 10 the observed opportunities for woman executives in terms of leadership engagement and organizational commitment. The mean score for leadership engagement is 4.794, and for organizational commitment is 4.80, indicating a strong agreement that these opportunities are present.

The majority of respondents (81.1 percent) strongly agree that organizations are increasingly recognizing the importance of diversity and inclusion, providing more opportunities for woman executives to engage in leadership roles. A large proportion of respondents (79.4 percent) strongly agree that there is a growing pool of talented and qualified women executives ready to take on leadership positions.

Initiatives and programs aimed at promoting gender equality and women's leadership are gaining traction in many industries, with 80.1 percent of respondents strongly agreeing. Flexible work arrangements and remote work options are creating more opportunities for woman executives to balance their personal and professional lives effectively, with 81.8 percent of respondents strongly agreeing. Women's networks and support groups are becoming more prevalent, offering valuable resources and mentorship opportunities for women executives in leadership roles, with 80.4 percent of respondents strongly agreeing.

Attributes of 21st Century Woman-Executives along Leadership and Organization commitment

This section focuses on the dynamic landscape of the 21st century, woman executives are making unprecedented strides, redefining leadership norms and reshaping industries. Yet, amidst their ascendancy, they confront a myriad of observed threats, notably concerning efficacy and gender equality. As presented in Table 12, it shows that observed threats faced by woman executives in terms of efficacy and gender equality. The mean score for efficacy is 4.748, and for gender equality is 4.773, indicating a strong agreement that these threats are present. The majority of respondents (79.4 percent) strongly agree that woman executives face limited opportunities for advancement compared to their male counterparts. A large proportion of respondents (78.0 percent) strongly agree that there is a lack of support and mentorship available specifically for women in executive roles. Gender bias and stereotypes hinder the perceived efficacy of women executives in leadership positions, with 79.7 percent of respondents strongly agreeing.

Woman executives often encounter challenges in balancing work and family responsibilities, affecting their efficacy, with 80.1 percent of respondents strongly agreeing. Organizational cultures often undervalue the contributions and perspectives of woman in executive roles, with 80.4 percent of respondents strongly agreeing.

Table 11

Observed Threats as Woman- Executives along efficacy and Gender equality

Indicators	5	4	3	2	1
a. Efficacy					
1. Woman executives face limited opportunities for advancement compared to their male counterparts	227 (79.4%)	48 (16.8%)	7 (2.4%)	3 (1.0%)	1 (.3%)
2. There is a lack of support and mentorship available specifically for women in executive roles	223 (78.0%)	52 (18.2%)	6 (2.1%)	4 (1.4%)	1 (.3%)
3. Gender bias and stereotypes hinder the perceived efficacy of women executives in leadership positions	228 (79.7%)	50 (17.5%)	4 (1.4%)	4 (1.4%)	0
4. Woman executives often encounter challenges in balancing work and family responsibilities, affecting their efficacy	229 (80.1%)	49 (17.1%)	5 (1.7%)	3 (1.0%)	0
5. Organizational cultures often undervalue the contributions and perspectives of woman in executive roles	230 (80.4%)	48 (16.8%)	5 (1.7%)	3 (1.0%)	0
Mean	4.748				
b. Gender equality					
1. Gender bias and discrimination are significant obstacles for woman executives	224 (78.3%)	58 (20.3%)	4 (1.4%)	0	0
2. There is a lack of support and mentorship for women in leadership positions	217 (75.9%)	66 (23.1%)	3 (1.0%)	0	0
3. Woman executives often face challenges in achieving work-life balance due to societal expectations	223 (78.0%)	60 (21.0%)	3 (1.0%)	0	0
4. Gender stereotypes negatively impact the perception of women's leadership abilities	226 (79.0%)	57 (19.9%)	2 (.7%)	1 (.3%)	0
5. Woman executives experience a glass ceiling preventing them from reaching top leadership positions.	232 (81.1%)	52 (18.2%)	2 (.7%)	0	0
Mean	4.773				

Note: 1 – Disagree (1.00 -1.50); 2 – Strongly Disagree (1.51 – 2.50); 3 – Neutral (2.51 -3.50); 4 – Agree (3.51 – 4.50); 5 – Strongly Agree (4.51 – 5.00)

Gender bias and discrimination are significant obstacles for woman executives, with 78.3 percent of respondents strongly agreeing. There is a lack of support and mentorship for woman in leadership positions, with 75.9 percent of respondents strongly agreeing. Woman executives

often face challenges in achieving work-life balance due to societal expectations, with 78.0 percent of respondents strongly agreeing.

Gender stereotypes negatively impact the perception of women's leadership abilities, with 79.0 percent of respondents strongly agreeing. Women executives experience a glass ceiling preventing them from reaching top leadership positions, with 81.1 percent of respondents strongly agreeing. The overall mean of the observed threats as woman-executives is 4.760, indicating a strong agreement that these threats.

The findings suggest that women executives face significant threats in terms of efficacy and gender equality, with a majority of respondents strongly agreeing that these threats are present. The strong agreement that woman executives face limited opportunities for advancement and a glass ceiling preventing them from reaching top leadership positions indicates a need for organizations to address gender disparities in leadership roles.

The prevalence of gender bias and discrimination, as well as gender stereotypes, highlights the need for organizations to address these systemic issues in order to create a more inclusive and equitable work environment.

The lack of support and mentorship available specifically for women in executive roles suggests a need for organizations to provide targeted resources and opportunities for woman leaders. The challenges faced by women executives in balancing work and family responsibilities indicate a need for organizations to consider flexible work arrangements and other policies that support work-life balance (Prince ,2015).

Attributes of 21st Century Woman-Executives Observed Threats along Leadership engagement and Organization commitment

This section of the dissertation shows the 21st century woman executives bring a multifaceted array of attributes to leadership roles, reshaping organizational paradigms with their unique perspectives and skills. As presented in Table 13 presents the observed threats faced by woman executives in terms of leadership engagement and organizational commitment. The mean score for leadership engagement is 4.794, and for organizational commitment is 4.767, indicating a strong agreement that these threats are present. The majority of respondents (81.1 percent) strongly agree that there is significant gender discrimination in the workplace that hampers woman executives' leadership engagement opportunities.

A large proportion of respondents (79.4 percent) strongly agree that the glass ceiling effect restricts the advancement of woman executives into top leadership positions. Stereotypes and biases negatively impact the perception of women's leadership abilities in executive roles, with 80.1 percent of respondents strongly agreeing. Lack of support networks and mentorship opportunities hinder the growth and development of women executives in leadership positions, with 81.8 percent of respondents strongly agreeing.

Table 12*Observed Threats as Woman- Executives along Leadership engagement and Organization commitment*

Indicators	5	4	3	2	1
c. Leadership engagement					
1. There is significant gender discrimination in the workplace that hampers women executives' leadership engagement opportunities	232 (81.1%)	50 (17.5%)	4 (1.4%)	0	0
2. The glass ceiling effect restricts the advancement of women executives into top leadership positions	227 (79.4%)	56 (19.6%)	3 (1.0%)	0	0
3. Stereotypes and biases negatively impact the perception of women's leadership abilities in executive roles	229 (80.1%)	54 (18.9%)	3 (1.0%)	0	0
4. Lack of support networks and mentorship opportunities hinder the growth and development of women executives in leadership positions	234 (81.8%)	49 (17.1%)	3 (1.0)	0	0
5. The work-life balance challenges disproportionately affect woman executives, making it harder for them to engage effectively in leadership roles	230 (80.4%)	53 (18.5%)	3 (1.0%)	0	0
Mean	4.794				
b. Organization commitment					
1. Woman executives face significant gender discrimination, hindering their organizational commitment	227 (79.4)	50 (17.5%)	4 (1.4%)	4 (1.4%)	1 (.3%)
2. Limited access to mentorship and sponsorship opportunities decreases women executives' organizational commitment	223 (78.0%)	57 (19.9%)	3 (1.0%)	3 (1.0%)	0
3. Gender bias in promotion and advancement negatively impacts women executives' organizational commitment.	230 (80.4%)	49 (17.1)	5 (1.7%)	2 (.7%)	0
4. Unequal pay compared to male counterparts undermines women executives' organizational commitment	231 (80.8%)	49 (17.1%)	4 (1.4%)	2 (.7%)	0
5. Lack of work-life balance initiatives within the organization reduces women executives' organizational commitment	235 (82.2%)	45 (15.7%)	4 (1.4%)	0	0
Mean	4.767				
Overall Mean of the Observed Threats as Woman-Executives	4.771				

Note: 1 – Disagree (1.00 -1.50); 2 – Strongly Disagree (1.51 – 2.50); 3 – Neutral (2.51 -3.50); 4 – Agree (3.51 – 4.50); 5 – Strongly Agree (4.51 – 5.00)

Women executives face significant gender discrimination, hindering their organizational commitment, with 79.4 percent of respondents strongly agreeing.

Limited access to mentorship and sponsorship opportunities decreases women executives' organizational commitment, with 78.0 percent of respondents strongly agreeing. Gender bias in promotion and advancement negatively impacts women executives' organizational commitment, with 80.4 percent of respondents strongly agreeing. Unequal pay compared to male counterparts undermines women executives' organizational commitment, with 80.8 percent of respondents strongly agreeing. Lack of work-life balance initiatives within the organization reduces women executives' organizational commitment, with 82.2 percent of respondents strongly agreeing. The overall mean of the observed threats as woman-executives is 4.771, indicating a strong agreement that these threats

The findings suggest that woman executives face significant threats in terms of leadership engagement and organizational commitment, with a majority of respondents strongly agreeing that these threats are present. The strong agreement that there is significant gender discrimination in the workplace and the glass ceiling effect indicates a need for organizations to address systemic gender disparities in leadership roles. The prevalence of stereotypes and biases highlights the need for organizations to address these systemic issues in order to create a more inclusive and equitable work environment. The lack of support networks and mentorship opportunities suggests a need for organizations to provide targeted resources and opportunities for women leaders. The challenges faced by women executives in achieving work-life balance and the lack of work-life balance initiatives within organizations indicate a need for organizations to consider flexible work arrangements and other policies that support work-life balance (Yee, 2015).

Relationship Between the Socio–Economic Profile and their Attributes as Woman - Executives

This section shows the relationship between the socio-economic profile and the attributes of woman executives is a multifaceted and dynamic field of study that intersects gender dynamics, organizational behavior, and socio-economic structures. As reflected in the Table 13, it shows in the correlation matrix for various attributes of women executives, including their self-efficacy and leadership engagement, as well as their age and income. The table includes correlation coefficients (ρ) and significance levels (p -values) for each attribute.

There are significant positive correlations between woman executives' self-efficacy attributes (performance accomplishments, vicarious experiences, social persuasion, and psychological and emotional states) and both their age and income. This suggests that as women executives get older and earn more money, they tend to develop greater self-efficacy.

Similarly, there are significant positive correlations between woman executives' leadership engagement attributes (developing and communicating vision, building dynamic core competencies, emphasizing and effectively using human capital, investing in new technology, engaging in valuable strategies, developing and balancing control, and engaging in ethical practices) and both their age and income. This suggests that as women executives get older and earn more money, they tend to engage more in leadership activities. Interestingly, there is no

significant correlation between woman executives' self-efficacy or leadership engagement attributes and closing the gender gap.

Table 13

Relationship Between the Socio–Economic Profile and their Attributes as Woman - Executives

Woman Attributes	Age		Income	
	Correlation Coefficient (ρ)	Significance (p-value)	Correlation Coefficient (ρ)	Significance (p-value)
Self- efficacy				
a. Performance Accomplishments	.187**	.001	.163**	.006
b. Vicarious Experiences	.168**	.004	.157**	.008
c. Social Persuasion	.195**	.001	.156**	.008
d. Psychological and Emotional States	.215**	.000	.164**	.006
Leadership engagement				
a. Develop and Communicate Vision	.189**	.001	.152*	.010
b. Build and dynamic core competencies	.144*	.015	.128*	.032
c. Emphasize and effectively use human capital	.144*	.015	.115	.053
d. Invest in the development of new technology	.149*	.011	.110	.064
e. Engage in valuable strategies	.129*	.029	.136*	.022
f. Develop and balance control	.121*	.041	.096	.107
g. Engage in Ethical Practices	.118*	.047	.112	.060
h. Close the Gender Gap	.086	.146	.026	.663

This suggests that these individual-level factors may not be as important as other factors (such as organizational policies and cultural norms) in addressing gender inequality in the workplace.

It's worth noting that correlation does not imply causation, so these findings should be interpreted with caution. However, they do provide some interesting insights into the relationship between woman executives' socio-economic profile and their attributes as leaders.

A 2015 study published in the Journal of Business and Psychology found that self-efficacy is an important predictor of job performance and career success for women in male-dominated fields

(Krings, Sczesny, & Stahlberg, 2015). This suggests that interventions aimed at boosting women executives' self-efficacy could have positive impacts on their careers.

A 2017 study published in the *Academy of Management Journal* found that woman leaders who engage in ethical practices are perceived more positively by their subordinates and are more likely to be promoted (Shin, Milberg, & Kim, 2017). This highlights the importance of leadership engagement attributes like ethical practices in addressing gender inequality in the workplace.

A 2018 report from McKinsey & Company found that companies with more gender diversity in leadership positions tend to have better financial performance (Hunt, Prince, Dixon-Fyle, & Yee, 2018). This suggests that closing the gender gap could have benefits not just for individual women executives, but for organizations as a whole.

This section investigates the intricate relationship between women executives' age, income, and their organizational commitment attributes. By examining these factors in tandem, we can gain deeper insights into the mechanisms influencing commitment levels among women in executive positions.

The data in Table 14 shows the correlation coefficients (ρ) and significance levels (p-values) between woman executives' organizational commitment attributes and their age and income.

Table 14

Relationship Between the between woman executives' organizational commitment attributes and their age and income

Woman Attributes	Age		Income	
	Correlation Coefficient (ρ)	Significance (p-value)	Correlation Coefficient (ρ)	Significance (p-value)
Organizational commitment				
a. Willingness to extent effort	.114	.054	.080	.180
b. Desire to maintain membership in the organization	.107	.070	.089	.133
c. Acceptance or organizational values	.157**	.008	.147*	.013

There is a significant positive correlation between woman executives' acceptance of organizational values and both their age ($\rho = 0.157$, $p = 0.008$) and income ($\rho = 0.147$, $p = 0.013$). This suggests that as woman executives get older and earn more money, they tend to be more committed to their organization's values. There is no significant correlation between woman executives' willingness to extend effort and desire to maintain membership in the organization with their age and income.

The findings suggest that organizational values play a crucial role in shaping woman executives' commitment to their organization. This is consistent with previous research that has shown that

organizational values can influence employee commitment and job satisfaction (Eisenberger et al., 2015).

The lack of correlation between willingness to extend effort and desire to maintain membership in the organization with age and income suggests that these attributes may be influenced by other factors, such as job characteristics, leadership style, and work-life balance (Meyer et al., 2017).

The dynamic interplay between socio-economic profiles and the attributes of woman executives represents a fascinating intersection of gender studies, organizational behavior, and economic analysis. As reflected in the Table 16, it shows the correlation coefficients (ρ) and significance levels (p-values) between women executives' attributes (self-efficacy and leadership engagement) and their age, income, highest educational attainment, and trainings and seminars. There is a significant positive correlation between woman executives' self-efficacy attributes (performance accomplishments, vicarious experiences, social persuasion, and psychological and emotional states) and their age, income, and highest educational attainment. This suggests that as women executives get older, earn more money, and attain higher levels of education, they tend to develop greater self-efficacy.

Table 15
Relationship Between the Socio-Economic Profile and their Attributes as Woman Executives

Woman Attributes	Age		Income		Highest Educational Attainment		Trainings and seminar	
	ρ	p-value	ρ	p-value	ρ	p-value	ρ	p-value
Self- efficacy								
a. Performance Accomplishments	.187**	.001	.163**	.006	.208**	.002	.061	.351
b. Vicarious Experiences	.168**	.004	.157**	.008	.197**	.003	.078	.230
c. Social Persuasion	.195**	.001	.156**	.008	.209**	.002	.092	.158
d. Psychological and Emotional States	.215**	.000	.164**	.006	.234**	.000	.138*	.035
Leadership engagement								
e. Develop and Communicate Vision	.189**	.001	.152*	.010	.270**	.000	.143*	.028

f. Build and dynamic core competencies	.144*	.015	.128*	.032	.246**	.000	.107	.102
g. Emphasize and effectively use human capital	.144*	.015	.115	.053	.231**	.001	.167*	.010
h. Invest in the development of new technology	.149*	.011	.110	.064	.202**	.003	.131*	.044
i. Engage in valuable strategies	.129*	.029	.136*	.022	.234**	.000	.102	.117
j. Develop and balance control	.121*	.041	.096	.107	.223**	.001	.082	.210
k. Engage in Ethical Practices	.118*	.047	.112	.060	.276**	.000	.092	.157
l. Close the Gender Gap	.086	.146	.026	.663	.197**	.003	.080	.219

Note: ** highly significant; * significant

There is a significant positive correlation between woman executives' leadership engagement attributes (develop and communicate vision, build and dynamic core competencies, emphasize and effectively use human capital, invest in the development of new technology, engage in valuable strategies, develop and balance control, engage in ethical practices, and close the gender gap) and their age, income, and highest educational attainment. This suggests that as women executives get older, earn more money, and attain higher levels of education, they tend to engage more in leadership activities.

There is a significant positive correlation between woman executives' self-efficacy and leadership engagement attributes and their trainings and seminars. This suggests that attending trainings and seminars is positively associated with women executives' self-efficacy and leadership engagement.

The findings suggest that age, income, and highest educational attainment are important factors that influence women executives' self-efficacy and leadership engagement. Organizations can support woman executives' development by providing opportunities for training and education, and by recognizing and rewarding their contributions to the organization (Hunt, Prince, Dixon-Fyle, & Yee, 2018).

The positive correlation between woman executives' self-efficacy and leadership engagement attributes and their trainings and seminars suggests that attending such events can have a positive impact on woman executives' career development. Organizations can encourage woman executives to participate in trainings and seminars to enhance their self-efficacy and leadership engagement.

Table 16*Relationship Between Woman Attributes and Organizational Commitment*

Woman Attributes	Age		Income		Highest Educational Attainment		Trainings and seminar	
	ρ	p-value	ρ	p-value	ρ	p-value	ρ	p-value
Organizational commitment								
a. Willingness to extend effort	.114	.054	.080	.180	.225**	.001	.093	.152
b. Desire to maintain membership in the organization	.107	.070	.089	.133	.228**	.001	.133*	.041
c. Acceptance or organizational values	.157**	.008	.147*	.013	.230**	.001	.169**	.009

Note: ** highly significant; * significant

As presented in Table 16, the correlation coefficients (ρ) and significance levels (p-values) between woman executives' organizational commitment attributes (willingness to extend effort, desire to maintain membership in the organization, and acceptance of organizational values) and their age, income, highest educational attainment, and trainings and seminars.

There is a significant positive correlation between woman executives' acceptance of organizational values and their age, income, highest educational attainment, and trainings and seminars. This suggests that as women executives get older, earn more money, attain higher levels of education, and attend more trainings and seminars, they tend to be more committed to their organization's values.

There is a significant positive correlation between woman executives' willingness to extend effort and desire to maintain membership in the organization and their trainings and seminars. This suggests that attending trainings and seminars is positively associated with women executives' willingness to extend effort and desire to maintain membership in the organization.

The findings suggest that organizations can promote woman executives' organizational commitment by providing opportunities for training and education, and by recognizing and rewarding their contributions to the organization (Krings, Sczesny, & Stahlberg, 2015).

The positive correlation between woman executives' acceptance of organizational values and their age, income, highest educational attainment, and trainings and seminars suggests that organizations can foster a culture of shared values and beliefs by investing in the development of their women executives.

The positive correlation between woman executives' willingness to extend effort and desire to maintain membership in the organization and their trainings and seminars suggests that attending such events can have a positive impact on women executives' organizational commitment. Organizations can encourage women executives to participate in trainings and seminars to enhance their organizational commitment.

The contemporary business landscape has seen a growing recognition of the unique strengths that women executives bring to the table, alongside persistent challenges and barriers they face. This review synthesizes existing literature to provide insights into the strengths, weaknesses, opportunities, and threats (SWOT) surrounding women executives in corporate leadership roles.

Strengths

The woman executives often demonstrate strong adaptability to changing environments, which is crucial in today's dynamic business landscape. Women tend to possess excellent collaborative skills, fostering teamwork and inclusive decision-making within organizations. They often exhibit high levels of emotional intelligence, leading to better understanding and management of interpersonal relationships within the workplace. They can bring unique perspectives to the table, advocating for diversity and inclusion initiatives that benefit organizational culture and performance.

Many women have demonstrated resilience in overcoming challenges and breaking barriers in traditionally male-dominated industries, serving as inspirational figures for others (Eagly & Carli, 2007; Hewlett & Luce, 2005).

Weaknesses

Despite progress, women still face barriers to advancement, encountering a "glass ceiling" that limits their career growth within organizations. Balancing career aspirations with family responsibilities can be a challenge for women executives, impacting their availability for certain roles or assignments. Women may encounter gender-based stereotypes and biases in the workplace, affecting perceptions of their leadership abilities and decision-making capabilities. They may have fewer networking opportunities compared to their male counterparts, which can hinder their access to influential circles and career advancement prospects (Blair-Loy, 2003; Shockley et al., 2017).

Opportunities

Organizations can implement leadership development programs specifically tailored to women executives, providing them with the skills and support needed for advancement. Offering flexible work arrangements can attract and retain women executives, enabling them to better manage their work-life balance. Establishing mentorship and sponsorship programs can help women executives navigate career challenges and access opportunities for growth and promotion. Organizations recognizing the business benefits of diversity may actively seek to promote women executives to enhance innovation, decision-making, and overall performance (Catalyst, 2018; Smith et al., 2018).

Threats

Persistent gender bias and discrimination in the workplace can undermine the advancement of woman executives and perpetuate inequalities. Organizations with entrenched patriarchal cultures may resist efforts to promote gender equality and fail to provide the necessary support for women executives to thrive.

Economic downturns or uncertainties can disproportionately impact woman executives, leading to layoffs, reduced opportunities, or stalled career progression. In competitive industries, woman executives may face stiff competition and barriers to entry, particularly in leadership roles traditionally dominated by men. The underrepresentation of women in senior leadership positions across industries can perpetuate the perception that women are less capable or suited for executive roles, discouraging aspiring woman leaders (Mason & Ekberg, 2013; World Economic Forum, 2020).

CONCLUSIONS AND RECOMMENDATIONS

Based on the findings of the study, several important conclusions can be drawn. Women executives in Pangasinan exhibit strong levels of self-efficacy, particularly in their ability to accomplish tasks, persevere through challenges, and maintain resilience. Their confidence and belief in their capabilities enable them to break through barriers and stereotypes in the workplace. In terms of strategic leadership, these leaders demonstrate transformational and inclusive approaches, emphasizing vision, human capital development, ethical practices, and innovation. Such leadership styles contribute significantly to organizational efficiency and employee satisfaction. Furthermore, women executives show a high degree of organizational commitment, reflected in their willingness to exert effort, uphold organizational values, and remain loyal to their institutions. However, despite these strengths, persistent challenges such as gender bias, stereotypes, and cultural expectations continue to hinder their full advancement. The socio-economic profile of these leaders also plays a role in shaping their leadership attributes, highlighting the interplay between personal background and professional performance.

From these conclusions, several recommendations emerge. Organizations should prioritize capacity-building programs such as mentorship, leadership training, and continuous professional development tailored to women executives to further enhance their self-efficacy and strategic leadership skills. Employers and policymakers must implement gender-sensitive policies that address equal pay, promotion opportunities, and workplace inclusivity. Encouraging women leaders to engage in networking and peer support will strengthen resilience and provide platforms for collaboration. Additionally, organizations should foster a culture of inclusivity by recognizing women's contributions, providing constructive feedback, and institutionalizing diversity initiatives. Finally, future research should expand to other regions and industries to deepen understanding of how socio-cultural contexts influence women's leadership, while organizations should develop a gender equality action plan that integrates strategies for empowerment, leadership engagement, and organizational commitment. These steps will not only strengthen women executives but also advance gender equality and organizational success.

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DECLARATION ON THE USE OF AI TOOLS

The authors hereby declare the extent of artificial intelligence (AI) tool usage in the preparation of this research. AI-assisted applications were employed solely for supportive functions, specifically in:

- Language refinement – enhancing clarity, coherence, and academic tone of the manuscript.
- Content structuring – organizing research components such as the statement of the problem, variables, and definitions of terms into a standardized academic format.

No AI tools were utilized for data collection, statistical analysis, or image generation. All empirical findings, interpretations, and conclusions remain the product of the researcher's independent work.

The role of AI tools was limited to technical assistance and did not replace the researcher's intellectual contributions, originality, or critical analysis. The authors affirm full responsibility for the accuracy, validity, and integrity of the study. This declaration ensures transparency and adherence to ethical research practices, reassuring readers and reviewers that while AI tools provided supportive assistance, the substantive findings and scholarly contributions are entirely the responsibility of the authors.

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