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ANALYZING THE IMPACT OF WORKPLACE  
DIVERSIFICATION & CHALLENGES ON WOMAN'S  
LEADERSHIP PERFORMANCE IN UPPER MANAGEMENT

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## Abstract

This study explores the challenges faced by women in upper management roles and examines the factors that influence their performance in top leadership positions. It investigates the issues women encounter in the workplace, the barriers affecting their career advancement, and the obstacles they face in pursuing leadership opportunities. The research, based on a survey of 253 participants from various sectors in senior management, highlights the ongoing struggle women face to overcome gender discrimination in male-dominated environments. We specifically analyze the direct effects of the "glass ceiling," employee engagement, and teamwork on women's leadership styles. Our findings reveal a positive impact on women's leadership development, suggesting that overcoming gender-based distractions can significantly enhance their career progression. The study provides valuable insights into how women can cultivate their leadership skills and advance in their careers despite societal challenges.

### 1. Introduction

In the market place gender diversity is the biggest element to discuss, many scholars and people talks about it and give their precious reviews. (DA Matsa, 2017) .There is a commercial argument between the executive and the senior destinations. Previous researches shows that those organizations who has the superior record of the success for supporting women would be the better part of the company and describes the values of the women empowerment towards her work and follow-ups, the study examines the possibilities in between the gender gap od men and women in the positions of senior and top level of leadership and go for the potentials which is based on the solutions after all the

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discussions and problem creating things on the place of work. (AS Rosette, 2017) . Now a days economy has playing the vital role for the women, which helps to increases the income and purchasing behavior, when the women go to take the purchasing decision it will be influences a lot.

In the top level of profession, women's attainment has been shows in upward direction because of educational development and enhancement. (F Wiengarten, 2017). The perspective is very strong of the justification of the women for the senior leadership in the business standpoint. The risk management and the financial performances will be higher when the women leads to higher destinations; it is saturated by the investigations on the earliest basis. Deep down, the post of top managements are Established in (LS),and create the essentials which can work as foster and build the collaboration across the activities of the cooperate sector where the multiple associations works and do their functional strategies and check the effect that how much it is affected the plans of cooperate.

(LM Graves, 2019) . The alternatives of these elements are trying to hold back the absence of flexible job. In the other culture traditionally women's have the opportunity to take the caregiving responsibilities, it has been the biggest challenge now a days that this very much difficult to getting to competitive advantages to the business.in the other side to keep the all employees retains in their same employment positions. Glass-ceiling effect also performs as a bad thing or sign for working women, when she realizes that she is safe and secure from injustice and various forms of harassment so their reimbursement level will be high. Everyone wants benefits and funds from their bosses but when they are unable to fulfil the need and want of the worker to turnover started. (ML Johns - Perspectives in health information management, 2019).

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Usually women have the ability of good judgments and she can be as leader who can take immediate decisions and get the positives results from their work. They are able to makes the environment of the team become more passionate and independent and makes the enterprise as the place where everyone has the awareness of their work task that what they have to do and how to manage the time of completion , many people are happy to work with the lady boss. (SR Madsen, 2018) .this is the ever duty of the company to communicates and focus on the careers development of the women In the leadership and also do work for enhance the skills of it, by using the different leadership programs and the innervations. (JM Hoobler, 2018).

### **Background of The Study**

The previous reach explains that the enormous role of the women in the higher level of the company of the management, it will be the excellent element to polish the skills of leadership in the women. (M Nekhili, 2018) it could be the incredible way to improves the job performance of the worker and the motivates the employees to their work which demonstrated the competitive edges to the organization, we all know that it is too difficult to perform without a women because everyone knows the abilities of the women in the form of time management, attitudes, attributes, challenging and the most important thing is work on pressure (DC Hambrick, 2000). In the industry of textile, we all know that the rate of rivalry everywhere we have substitute and cheaters so we have to be aware from the ongoing position of the market.

In the past researches we will have learnt about the enlightened components, which is still, has the several ways to describe the quality of work, punctuality sincerity and the honesty to the work, it will boost the business outcomes positively. (MC Mattis - Journal of Management Development, 2021) .The

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diversification of the attributes, which separates that how the leaders and their leadership executed of their philosophies, techniques, and procedure to be conducted, which can strengthen and empower the diversification. The features of the top managements team survey is to influences the gender diversity, functional background, demographics changes and evaluated achievements.

The decimation of the study showed that the unconscious which has evolved and make the consciousness on the mediated biasness towards the women in the business environments, part curly to the recent situation of the company and its leadership style. Women's are the greater asset of the firm they always emphasize the value of the staff and their surroundings,

Due to the positive participations in every part of the task which I given by management has been proven to the bestest outcomes. In most of the companies men gets influence over the women in many ways in the typical culture where we are living, the experience of the job of them is totally different so the work according to it and get their best results (M Nekhili H. C.-J.-S., 2018) . Numerous changes have been noticed in previous findings,that will have repercussions on how the textile industry manages performance management. It is the responsibility and duty of human resource management to undertake out employee evaluations in a correct manner so that employees can receive social security payments and are stimulated to do more and more cost effectively. On the other side, certain troubles happen when staff need training but are unable to complete it in a timely manner, which causes them to lose interest in their employers, which is not acceptable for the corporate sector. (G Mojambo, 2020).

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## **Problem Statement**

It is appenrtly notify that the role of women in top management and its impact in organizations leadership (RWML) has the truly between the Female leadership effectiveness (FLE) in the performance of in the several and different industries of textile in Pakistan as well as especially in Karachi. (S Nelton - Family Business Review, 1998).It will be highlight the facts, identifications, and disclose the maters that what is accruing in the selected sector of textile industry through these things we will be more reliable to identify the majors if findings and exposing the adequate insights. (A Maida, 2022) . It will be help in to explore the persecution and assists the evidence uncovered by finds the gap in the past research, which has impact and reinforces the proper relationships, efficiency, and effectiveness, all of which emerge to be working to improve insufficiently for profitability and to be handled effectively. (G Baublyte, 2019).

## **Purpose of The Study**

The intent of the studies is to demonstrate the connection, association and the co-relations of the independent variables, which are glass-celling effect (GCE), Employee Engagement (EE), and the Tem work (TW) to the dependent variable female leadership effectiveness (FLE) by applying it will be take and bring the benefits to the development of the business. The implications and the consequences of the IV and the DV to enhance the equality and quality of the impression of the business.

## **Research Questions**

- Does women faces the lower expectations of their career development as campare to men?
- Are the women bear the gender-based harassment on their work place?
- Does the women get less chance of opportunity of

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sponsorship and mentors?

- Is there many barriers women has to become a corporate leader?

### **Significance of the Study**

It could be up grade and emphasis the optimum results from the industry of the textile which create the link between the leadership style and mentoring policies, which build the associations to destroy the biasness in the firm and evaluate the loyalty and faithfulness from the employees side to the upper management, it will evolves in the fundamental facts divisions for the analytical results. (DC Hambrick A. W.-S.-b., 2021) .the main goal and objective of the study is to validate the textile firms realities in Pakistan in the order to form the gauge and the unpleasant insights in the corporate sector of the corporations which they are not using these type of facts and the instruments of the measurements to accomplishing the goal and target of the organization. (M Nekhili H. C.-J.-S., 2018) The women's advancement and involvement in the s become the leader in the higher management will move forward to make the differences and over lapping the role of the women which intersect the process of development.it will take the initiatives to create the advancement role of the women thoroughly. (G Baublyte, 2019).

### **Outline of the Study**

Several investigations illustrates that the employment of the men and the women is evident in different levels by national and cultural based in every expect of they are doing their jobs such as, benefits and the compensations, skills grooming programs, the work hours has been paid less which moves forward to lack of women empowerment. (C Pace - Harvard Business Review, 2018) .Here is the differentiate part who define the both gender that there is verticle segregation presents which communicates that

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man work in excessive grades and in the other hand women works under the bottom grade, that's is why women shows as the pre dominant in the surrounding and the society. (S Hyun, 2022).

Currently these days competitive advantages are the strive thing to gain in the quality of working taking the different challenges in the leadership style done by the women. Numerous of the barrier has been seen by the women in the work place for attaining the power. (DPE Saerang, 2018).the another hurdle faced by her is the attitude towards the encompassing

Most of the people assumed that women's always work for the social commitments she cannot work as a leader in any company, which is the wrong perception of the society.

### **2. Theoretical Review**

The intention and purpose of the literature review is to discover and briefly mentioned the substantial material on the specific area of the study. The primary and overall goal of the topic is provide the body of knowledge toward the present research, highlighted the problematic area and bring out the current trends and futures assumptions. (KJ Evans, 2021) .The description of the project has been supplemented through the citations from the multiple research resources.

According to the (um.edu.mt, 2018), Most of the scholars are embrace the rules and regulations to stable the consistency related to work in different leadership process by the top management through the women is appricieteable it breaks the barrier of different zones, this chapter has starts by briefly describe from structured phenomenon of effectiveness of the woman's work by cutting out those barriers and continue with the leadership skills (LS) in the upper level of management. The considerable reviews shows how's a women face diplomatic in many areas to perform her job. (SA Haslam, 2019).



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## **Empirical Review**

The research holds up the past and previous research topic, which describes the leadership abilities of the working people in the upper rank in the work place, show and compute the various barrier, which has been facing by the women in daily routine of her career life. (G Birindelli, 2019) .the synthesized data has been conducted by using the genuine test in the real world. It strives to emphasize the need of establishing and applying the strongest moral standards and showing real courage in textile regulation, which desperately needs to restore its integrity. Here is the time to tasks actions and gain the attention in the social and area of textile domain.it is the demand in the working place that women will work for the important positions in the business era. However, the influences in the higher management role of the women is examining and effect different functions as well in the firm, including the decision making process. (JF Martín-Ugedo, 2018).

To maintain and keep the stability in the improvement of the mindset of the behavior based barrier for the working women that she is related to dark color, she is a mother, has more responsibility of home chores rather than the men so her min will be disturbed in the working hours when she is doing some work in the organization so by those researches and upcoming time it is timely proven that these all things are just the myth and nothing else against from it.

Here is the substitutional existence of the leadership in the form of many blockages, The evidence we share serves to support the intended process structure. The process approach could have effects on future investigation that can be examined practically. Additional studies can focused on how the corporate strategy of community trusts into the larger society is impacted by their global reach. Future study may focus on how community trusts' global

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popularity benefits their strategic planning. (A Babic, 2021). These studies strengthen instead on sooner investigations that concentrated primarily on the textile industry in Karachi and collected empirical data from neighborhoods that could support follow-up inspections. It is the manager's duty to identify variations and competence employees of the company using clear and simple tasks.

Planning and balancing the ordinance are remaining two obligation of the human resource administration team, which provides various forms of earlier and final coaching and admonition that advance careers and heighten skills to enhance upcoming work. By instilling their understanding experience to the other employees, these workers have attained rewards to the workplace and grow into more encouraged to do more. (S Lekchiri, 2020) . . Many firms use the operations of the union to encourage workers and provide rewards for outstanding performance or sustained devotion to the company. As employees watch their coworkers excel in their jobs, they become more knowledgeable of their own potential.

### **Glass Ceiling**

Working women's in the company has to take actions towards the glass ceiling once in their setting of career goals. It has become a difficult and hardened challenge to break this barrier from the career resistance; women faced various stages of the barrier in their careers settlement such as gender discriminatory is one of the largest obstacle, which is usually revetment by the women managers in their growth part. (M Maheshwari, 2022) .The attitudes has to be changed and reoriented towards her, here is the perception in the mind of corporate sector that woman cannot work and perform well like a men does in the corporate sector.

(P Wesarat, 2017).generally human resources occupy the executive

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positions and roles for giving the opportunity to the firm and being productive towards it. Companies could have to understand the Matrix that create the both sides effect negatively and positively both in the manner of loyalty of the consumer, reputation of the firm in the market, brand image, bench mark. Human resource specialist must have the potential knowledge about all the applicable policies, plans of the HR and they know the glass ceiling barriers which woman mostly facing in the every organization. (L Flabbi, 2017) .in many countries rather the Pakistan here is the labor law approved where no gender discrimination acceptable, in the other hand women get lower wages, incentives and the compensations as compare to the men this is the biggest example of discrimination we have, these type of things might be appeared in the training and development, hiring and selections procedures. worklife balance is the another challenge which has been overly seen in the women biasness, additional difficulties are color encounter which is the frequently bigger challenge that's the women seeing in their growth of advancement. (J Jauhar, 2018).

### **Employee Engagement**

Performances and success of the organizations is depended on the hired employee of the company, the relationship is created between the employee and the organization with mutual understandings, and due to it workers will be more dedicated to build the positive culture and improves the communications and build the value added things with the colleagues to gather the best results in the form of achieves short-term and long-term targets and goals. (I Srirahayu, 2021). By giving the reconization and appreciation at the work place to the deserving employee would be retain and sustain to their position and give their best to the company by their productivity efforts. Flexible working hours, upgrade the education, implement of the rotational of the job, continuous learning and

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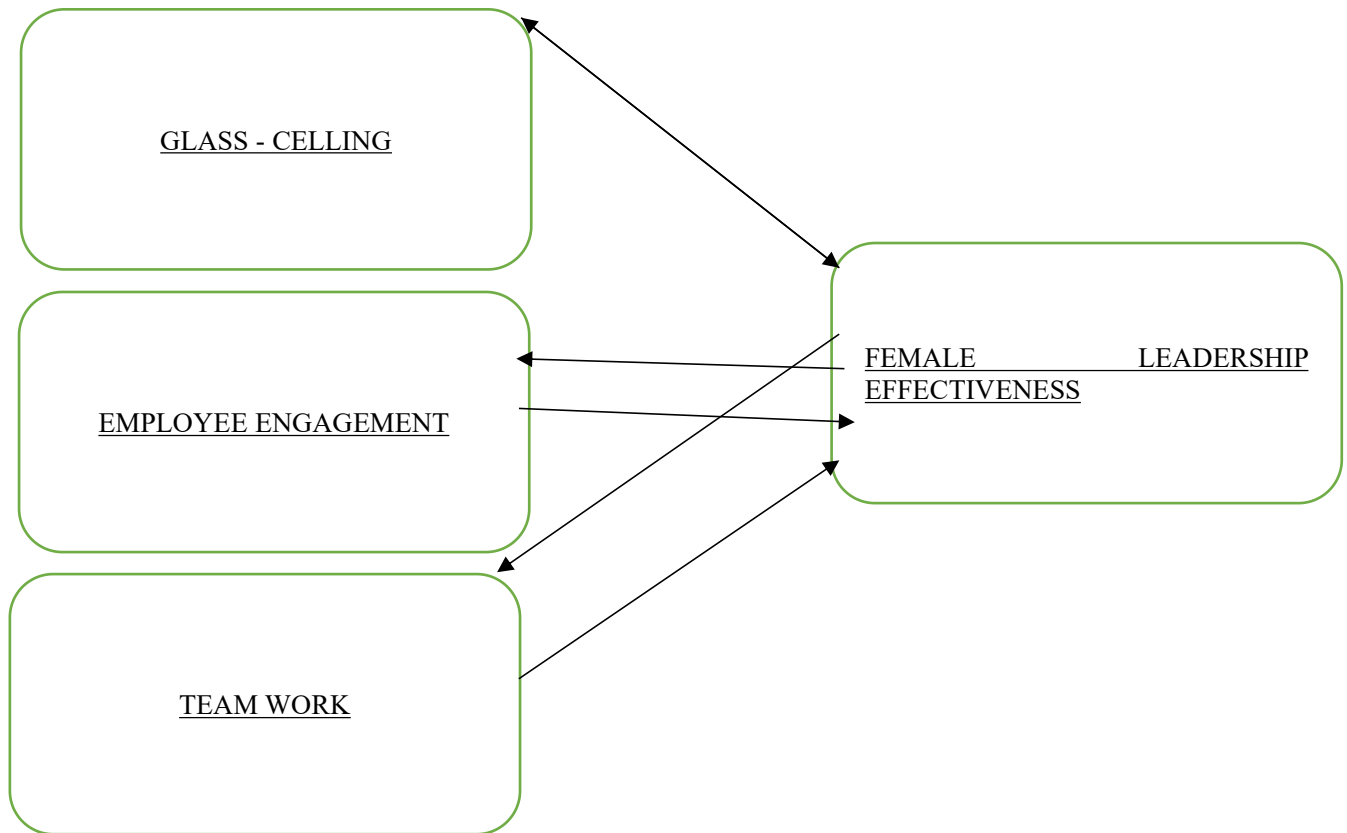
fascinate employees in different terms will be produce in the productive way which could be beneficial for the company. (SJ Kamatkar, 2018).it is arrangement and design process done by the management to save the time and money and trained the employee for the creativity, by uncover the effectiveness is performing the very vital role in any company; time management is another factor which involves both employee and the employment. (L Sun, 2019). Organizational performance management responds to crises as they emerge by repairing damaged systems, appointing strong management, and establishing unrealistic targets in to accelerate progress toward objectives in a business environment.

### **Teamwork**

There are so many thing which cannot be happens without the teamwork. When the people create the bonding relationship between them by behavioral basis so they can learn more and the task will be completed generally soon as per the given deadline. (JE Driskell, 2018).it is the key factor in the work place because most of the organizations distributes their task in the team or in the groups because it proves that from the past and previous researches that when people work together they feel feasibility and more convenient to perform the task in their superior way. (EL Aveling, 2018), activities who has done and completed in the team will always be acknowledged and recognized, there is some behavior needed to achieves the targets based on mental scheme, its evaluates the considerations of the team objectives that how to perform the task.communicaton is the substantial function here which leads to convey the direction of work properly and take the members to their goals shortly. (M Peduzzi, 2020)

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## Framework



## Hypotheses

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- H1 Glass ceiling has the positive impact on female leadership effectiveness
- H2 Employee engagement have the significant effect on female leadership effectiveness
- H3 Team work has also the positive affect on the female leadership effectiveness

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## 3. Research Method

### Research Approach

We designed a method that focused on correlation and regression to acquire the data. It represents an occurrence where many Contributors interpret. In the other hand, we go for the existing methods, processes and the theories as compare to design the next

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or the new theory it will be just wasting of the time so that we work by using the deductive methodology. We are moving extensive to specific, by generalizing and utilize tie data, which is on primary form. The deductive process help us to evaluate the previous research gap to the latest and modernized data and it will reaches the newly fresh and postulate data as well. Here we deploy, engage the explanatory strategies which effect, create the impact on the other variable, as check, and balance effect with the already existing outcomes. The given information has been taken and gather from the several foundations and the businesses. All the advancement and the information has collected from the analytical facts.

### **Research Design**

The requisite analysis of the main topic which is the role of the women in the higher management and its impact on the leadership Women seem unable to pursue the steady employment that are typically required for long-term success due to infrastructure impediments. To clear all the previous and past doubts we conducted this research and we have been check the co-relation of the running variables and their logics and facts analysis.

### **Sampling Design**

To get the exact and accurate results we approach and target those participants or individuals who are working in the area of textile sector of Karachi. For getting, the best ever results we were working on the probability-sampling test, we all know that here is everyone who has comes from the different background, culture, traditions, attitudes and attributes so they have their own perceptions. The main purpose to use the simple random technique is to obtain the definite result in the proper way, from the various companies and enterprises of the selected textile sector, online-based survey has been accompany and organized due to easily

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reachable outcomes and it could be more feasible for all participants to fill the Questionnaire. Around (200 to 250) individuals give their reviews from the textile industry of Karachi.

### **Instrument of Data Collection**

The Questionnaire was prepared by employing Likert scale method as tool of gathering data, to acquire data analysis we run it by using Likert scale, close-ended question has been asked by the participant to receive the quick responses. By held of data collecting strategy we revealed the mode of collecting outcomes in the bestest way as effect of leadership in the women in the upward posted. Additionally, answering these kinds of queries simplifies it to interpret statistical facts. As a nutshell, we will have enough knowledge and perhaps a source of information.

### **Procedure of Data Collection**

The survey which we carried out are based on the close-ended questions around 12 questions of IV (independent variable) and appending 4 Questions of DV (dependent variable) which construct the lump sum of 16<sup>th</sup> total amount of the questions these interrogative embrace the leadership style and implement it on the working criteria in top managements. Responded of the online survey were all those who are working in the textile industry and they know all their circumstances of their fields. To fill the survey and take the outcomes we have taken three (3) to four (4) weeks.

### **Statistical Technique**

The primary component of these measurements are defined by interpretations of mathematics and concentrated on the record-keeping objectives analytics. Structured modeling equation had been used to identify the facts and figures from the project. SPSS is the software here, which is used to run the data and gain the aggregate results. All the individuals and the groups data collection has been gathered and explain phenomenon. The major mechanisms

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for statistical data analysis tactics are as followed. Beginning with the literature, the full written examination utilized all of the corroborating evidence, incorporating theory, technique, findings, and discourse.

### 4. Demographics

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#### GENDER:

Male: 116

Female : 137

#### AGE:

22 - 30

31 - 40

Above -40

#### EDUCATION:

Undergraduate:53

Graduates:82

Postgraduates:118

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#### Reliability Statistics

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Cronbach's Alpha	N of Items
.824	4

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#### Reliability Statistics

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Cronbach's Alpha	N of Items
.818	4

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<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.788	4

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.789	4

We have determined after running the reliabilities test on software (SPSS) statistical package for the social sciences, that our all constructives have the high scores from 0.7 so its means our all questions are reliable.

<b>Descriptive Statistics</b>					
	N	Minimum	Maximum	Mean	Std. Deviation
GC1	187	1	5	2.97	1.227
GC2	186	1	5	2.81	1.116
GC3	187	1	5	2.93	1.169
GC4	187	1	5	3.09	1.170
EE1	186	1	5	3.62	1.002
EE2	187	1	5	3.78	.916
EE3	187	1	5	3.70	.988
EE4	187	1	5	3.65	1.001
TW1	187	1	5	3.62	.967
TW2	187	1	5	3.54	1.038
TW3	186	1	5	3.62	.986
TW4	186	1	5	3.65	.919
FLE1	187	1	5	3.35	1.079
FLE2	186	1	5	3.40	1.182
FLE3	185	1	5	3.62	1.184
FLE4	187	1	5	3.73	1.060

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Valid (listwise)	N	180
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In the above chart, analysis of descriptives are well defined and included (M) mean, higher (H), lower (L) values with standards deviations (SD).It helps to reveal and declared the association between tendency of the variables.

### Correlations

		glass_ ceiling	employee_engaement	team_work	female_leadershi p_effectiveness
glass_ ceiling	Pearson Correlation	1	.164*	.227**	.312**
	Sig. (2-tailed)		.025	.002	.000
	N	187	187	187	187
employee_engaement	Pearson Correlation	.164*	1	1.594**	.428**
	Sig. (2-tailed)	.025		.000	.000
	N	187	187	187	187

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team_work	Pears	.227**	.594**	1	.483**
	on				
	Correl				
	ation				
	Sig.	.002	.000		.000
	(2-				
	tailed				
	)				
	N	187	187	187	187
female_leadershi	Pears	.312**	.428**	.483**	1
p_effectiveness	on				
	Correl				
	ation				
	Sig.	.000	.000	.000	
	(2-				
	tailed				
	)				
	N	187	187	187	187

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\*. Correlation is significant at the 0.01 level (2-tailed).

The above chart trace and represents the strength of variable. It also identify those areas who tell us about the sinficancy of the variables. We can see here that if X increases then Y is obviously goes in upward direction.

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.552 <sup>a</sup>	.305	.293	.65359
a.	Predictors: (Constant), team_work, glass_celling, employee_engaement			

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The observation we have collected in the upper table are explain in detailed manner and its showing that how's the degree of variations has been fully defined from parameters of predictions based on adequate knowledge.it depicted the impact on how much variance might be explaining with estimated specification. Population of "R-SQUARE" are appear to be faultless and well described done by absolute, ideal assessment of populace, who has filled the ambition of ADJUSTED R2,which exhibited and showed the connection between the target variable, although using statics of "r". Here 0.552 indicates the high association among variables as performed in the up-grated chart.

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.259	3	11.420	26.733	.000 <sup>b</sup>
	Residual	78.173	183	.427		
	Total	112.432	186			

a. Dependent Variable: female\_leadership\_effectiveness

b. Predictors: (Constant), team\_work, glass\_ceiling, employee\_engaement

The Anova table's models of total variance therefore provide narration for the entire chart. The value of F quantifies and dispels any doubts regarding the co-relation of the independent and dependent variables, suggesting that the IV is effective and able of appropriately forecasting of the DV. Regressions will not be able to link these constructs to the study topic as this goes against their strategy. On the other hand, it was discovered that the issues were created by the variables; values of F have been used to denote significance thresholds that reflected the dependent variable, however Sig-v is < 0.05.

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<b>Coefficients<sup>a</sup></b>						
		Unstandardized		Standardized		
		Coefficients		Coefficients		
		Std.				
Model		B	Error	Beta	t	Sig.
1	(Constant)	.874	.302		2.898	.004
	glass_ceilng	.195	.060	.207	3.272	.001
	employee_engaement	.226	.083	.209	2.723	.007
	team_work	.343	.085	.312	4.020	.000

a. Dependent Variable: female\_leadership\_effectiveness

Whereas this model depicts the calculations and the preceding table of output from regular regression provides a comprehensive assessment of each predictor's influences, the parameters in this column reflect the predictors. Because it reflects the natural units and varied scales, and because it reveals if a linkage is there or not, beta is the optimal coefficient in this condition. Here we can see that there is most of the IV has the proper and inversely relation with each other like (G-C), (T-W) and (E-E) has the influence on their DV.

### **Assessment Summary of Hypothesis**

<b>Hypothesis</b>	<b>Sig</b>	<b>Empirical conclusion</b>
Glass ceiling's has positive impact on FLE	0.001	Accepted
Employees engagements have influence on female leadership effectiveness	0.007	Accepted
TeTeam work has	0.000	Accepted

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positive impact on fle

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## **5. Discussion, Conclusion and Recommendation**

### **Discussion**

We all know that the participation and contribution of women is always remember able in every aspect of life specially in corporate sectors as well, but in the practical life she has to face many issues in her daily life routine regarding gender biasness, equality toward men and being a wife or mother of kids she has able to complete tasks and targets on time it's just a mind mapping of some people in the society of co-operated level, but nowadays worldwide , globally she has find her own way and prove herself from perfection of work in the companies In the human recourse a women plays a vital role in many top leads positions she worked-out and give the effectiveness and efficiency in the market place through her focused and delegated performances.

In this investigation, we have find out many things, which is faced in top managements by a woman un equality in senior position, are mark the barrier to promote in another level and these type of standard's are generated by discrimination from the surroundings. Behavior wise there is largest difference in styles of leadership, most of them are facing a specific word which is called as risk-averse, and due to this type of thing and behaviors they are not able to run the business planning relate to investment based by their own decision -making.in the organizations open innovations boost and strength the performances as well fastly comes to reach the goals of the firm.

### **Conclusion**

It is a structural and functional approach that is particularly crucial for HRM tolls since this allows employers to convey their impression of how fulfilled they are with their employment.it has been identify the significance behavior and effectiveness' in

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variables' like:

(gc),(tw) and (ee) and create a domination which indicates by gathered information from the taken inquiries that how our variables performed and are the mark inversely proportional in manner or not. The analysis identified and presented specific instances of internal and external variables that have affected societal behavior. Moreover, we have proven here that all of the above variables has the strength to make an impact on dv. Certain components have been verified to be crucial and advantageous ones. The derived hypothesis has been assessed to arrive at the upward determination.

## **Recommendations**

This examination is progressing toward attaining the desired wish intended with transparency in the appropriation since it relates to the function of evaluation in many kinds of psychological variables.in the board of corporate females should have to be gets the chance and justify her selves in gender based world.

- In the future, utilizing these IV AND DVs would help people in bringing their relationships the ideal and beneficial orientation.
- • Increasing the sample size will make it quicker to get the required and acceptable statistics.
- To reach the ultimate goal, it is necessary to highlight the correct info to provide with individuals related to the topic.
- By creating a conceptual model, which based on multiple approaches leads to stabilities, risk implication with representation of female in top management.

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