

WOMEN'S LEADERSHIP AND GENDER INEQUALITY IN BUSINESS: GLOBAL AND LOCAL TRENDS AMID UNCERTAINTIES

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Abstract

The main objective of this work is to identify different factors and indicators that affect gender inequality and allows us to compare female leadership in the main commercial cities of the world from a global perspective, and the city of Monteria, capital of the department of Cordoba, from a local perspective. The problem in the subject addressed is justified because the business environment continues to fail women, in terms of unequal job opportunities, discrimination, harassment, wages and often little spirit of solidarity with them. These are some of the points of coincidence of international reports such as Bloomberg Businessweek, UN Women, or the follow-up to the Sustainable Development Goals (SDGs), especially goal 5 which explicitly refers to gender equality. The research presents a qualitative, descriptive approach. It is based on updated documents such as texts and articles related to the aforementioned topic. The position in small and medium companies in the city of Monteria has been consulted, with reference to gender inequality in managerial positions. In the interpretation of the results of female participation in management positions in a follow-up of companies, it was found that between 2010 and 2015, 68% of managers were men and 32% were women in the SMEs of Monteria; in 2021 practically 58% are male managers, while 42% are female managers, showing a gradual increase in the participation of this gender in the SMEs of the city. Throughout history women have been seen in a passive role that society itself has imposed on them, but we have already seen how women have been leaders, have been great entrepreneurs, without leaving the role of being mother, wife and daughter.

Keywords: Female gender; Female leadership; Inequality; Companies.

INTRODUCTION

Female leadership and gender inequality in business in general remains a social stigma; currently, although many women work in different areas within companies, they are often exposed to being questioned for their work, causing exclusion at the expense of the predominance of the opposite gender. Women and their power within an organization, their level of leadership, the strength and energy they transmit to their colleagues, the use of technologies that they tend to develop or learn more quickly and effectively in management is increasingly outstanding; however, many companies are not aware of the high degree of gender inequality that today persists strongly, in positions of power. It must be taken into account that inequality does not only include the professional part; it also refers to the valuation and esteem of women in every sense, since the axiological factor and the treatment they receive in the workplace can also affect the company as such, because a company that reduces its capacity for a vision of equality and gender inclusion is condemning its growth and development in the future.

This leads to a series of necessary questions that motivated this research: What are the aspects that make it possible to identify gender inequality in job opportunities for women? What are the

factors or determinants that make the greatest contribution to equality in business leadership? Why does the failure to achieve gender parity in leadership positions persist?

At the local level, although gender inequality affects the competitiveness of SMEs, in a region such as the Colombian Caribbean, where men have traditionally governed, generally with excessive machismo, it is important and necessary not only to identify, but also to generate these spaces for female participation and leadership at the local and regional level.

The recent pandemic has deepened pre-existing inequalities; in many cases it forced women to leave their jobs and stay at home, affecting different areas such as health, unemployment, security, family, deepening the vulnerability of social, political and economic systems that often, due to their inefficient management in both the public and private sectors, continue to contribute to amplify the harmful effects still left by covid 19.

Female leadership and gender inequality in the business sector at the local and global level has maintained a fairly large gap for decades and currently still persists; studies on the dynamics of SMEs in the department of Cordoba on the subject have shown that traditionally the majority of management and senior positions are occupied by about 60% men (Castillo, 2007), i.e., although the occupation gap for these positions has been reduced, the consideration and respect for women's capabilities still maintain a large gap especially in Latin America, where the results are similar. Taking into account the aforementioned, we ask ourselves the question: Why do cities and companies continue to fail to provide opportunities for female leadership in organizations?

For many Latinas working in the cities of their country or even abroad is quite tedious, as they are often evaluated more for what they do not do, rather than for the skills or abilities they have and can develop for certain activities. In the 15 most commercial cities globally according to a study conducted by Bloomberg Businessweek in 2021, companies have taken into account that despite their knowledge, skills, abilities, skills and academic level, each of the women fail in at least one aspect and it is for that aspect that they are rated, taking into account more the negative things or that they are still acquiring than those that they can do; this is a flaw that has been present in companies for decades and that despite small advances, these are still in force today (Ruth, 2021).

Gender inequalities present some indicators with which researchers try to weight and qualify their behavior, such as security, mobility, maternity provisions, equality and wealth (a measure of income potential and financial independence); It is falsely believed that the equality and wealth that encompasses women in companies is sufficient to equalize opportunities, often leaving aside that one of the factors that has been of most concern has been the security of women, since the female gender has felt at risk many times by harassment against their ideological, sexual, ethnographic freedom, or with respect to the occupation of positions and for that reason the female gender has been involved in major conflicts and risks, This type of inequality has caused the labor market to be unbalanced and economic growth to be unbalanced, since women possess certain skills and abilities that the male sex sometimes does not develop, which is why investing in female leadership and promoting companies to be inclusive of women and in turn promote the solid and sustainable growth of companies (Ruth, 2021).

In Argentina, Mexico, Brazil and Colombia, just to mention a few countries, many women company directors or senior managers have had to reduce their time for work activities, and others have been forced to stop working, the most recent pandemic has been another demonstration of the great gender inequality that companies have at a global level, since women have been the most affected by the most recent economic wave, as companies have fired more women than men. Being women the focus of unemployment who have come to generate small and new ventures to survive since many companies have preferred to stay with the male sex than with the female sex (Ruth, 2021).

Beijing Platform for Action

In 1995, the fourth World Conference on Women was held in Beijing, where nearly 50,000 people were mobilized. Despite the great diversity and interculturality of the world, the conference achieved a common goal: gender equality and the empowerment of women worldwide.

"The Platform for Action envisions a world in which all women and girls can exercise their freedoms and choices, and realize all their rights, such as the right to live free from violence, attend school, participate in decision-making and have equal pay for equal work" UN Women (1995). The main topics discussed were: Women and the environment. Women in the exercise of power and decision-making. Women and the economy. Women and poverty. Violence against women. Women's education, among others.

The above explains by itself that the empowerment and effectiveness of female leadership depends on the full and complete development that every woman must have in these different dimensions, which are undoubtedly necessary to build fairer and more balanced societies in the exercise of administering power.

2020 marked the 25th anniversary of the adoption of the Beijing Platform for Action, a significant milestone in the promotion of women's rights and gender equality globally. The Beijing Platform for Action was adopted at the Fourth World Conference on Women, held in Beijing, China, in September 1995. This platform represents a comprehensive plan to promote gender equality and the empowerment of women in all spheres of life. During the 64th session of the UN Commission on the Status of Women (CSW64), held in March 2020, a review and appraisal of progress made since the adoption of the Beijing Platform for Action was conducted. This review aimed to examine the achievements, challenges and pending areas of gender equality and women's empowerment around the world. (WOMEN, 2021)

CSW64 provided a platform for member states, civil society organizations and other stakeholders to share experiences, good practices and challenges in implementing the Beijing Platform for Action. In addition, discussions were held on emerging issues and current priorities in the area of gender equality, such as equal pay, gender-based violence, access to education and women's political participation. This event served as a reminder of the continued importance of the Beijing Platform for Action and the need to redouble efforts to achieve gender equality and women's empowerment worldwide. The review and appraisal conducted at CSW64 helped identify critical areas for action and set future agendas for advancing gender equality in the 21st century. (WOMEN, 2021)

In 2023, the Women Deliver Conference will take place, coinciding with the Equality Generation Midpoint, scheduled for September 2024 in New York. This event, convened by UN Women, is part of the Generation Equality Forum (GEF), an unprecedented global effort to boost investment and implementation in gender equality, in a context where progress has stalled and there are setbacks. The Equality Generation brings together diverse stakeholders from across society to end inaction, increase political will and accountability, and ensure that the ambitions of the 1995 Beijing Platform for Action are met and the Sustainable Development Goals are achieved, ensuring that no one is left behind. In addition, during the Women Deliver 2023 World Conference, UN Women and UNDP will launch the Experimental Twin Indices: the Global Gender Parity Index (GGI) and the Women's Empowerment Measurement Index (WEMI), which provide a multidimensional measurement framework to guide national and international policy action, research and advocacy, to identify the root causes of structural gender inequality, drive change and foster new commitments. (Aijamal Duishebaeva, 2023)

On January 24, 2024, in Brussels, UN Women, together with the *Trenzando Cuidados* network of civil society organizations, urged the European Parliament to advance the Bi-regional Pact for Care between the European Union and Latin America and the Caribbean. During a meeting organized by the Committee on Women's Rights and Gender Equality and the Committee on Development of the European Parliament, in collaboration with the Delegation to the Euro-Latin American Parliamentary Assembly (DLAT) and the Delegation to the EU-Caribbean Parliamentary Assembly (DCAB), MEPs expressed their support for the Pact in order to promote bi-regional cooperation in the implementation of comprehensive care policies and systems. (UN, 2024)

Evaluation Based on Objectives:

Dessler (1983) proposes in his book "Human Resource Management" the objective-based approach, he argues that it is a useful tool for employee performance appraisal; it is useful because it allows

employees to clearly understand what is expected of them and how their performance will be measured. In addition, objectives should be specific, measurable and achievable, which helps ensure that the performance evaluation is objective and fair. Igual points out that the objective-based approach can be useful in identifying areas for improvement and establishing personalized development plans for each employee. By setting specific and measurable objectives, employees' strengths and weaknesses can be identified and development plans established to improve their performance.

Pandemic and female leadership in uncertainty

The pandemic practically forced us to stay at home for a year and a half. In Latin America, schools closed, children have been left at home with their elders, and their care has generally been led by women. That has not changed after 2021; however, women continue to pave the way and job opportunities "by strengthening women's business leadership we seek to ensure their full and effective participation, as well as equal opportunities for leadership at all levels of decision-making in political, economic and public life," said Vinicius Pinheiro, regional director of the ILO. (International Labor Organization (ILO), 2020).

As in much of the world, there is a large gender gap in Latin American labor markets, which has narrowed since the middle of the last century and continues into the 21st century. "This narrowing of gaps has been accompanied by a drop in fertility and an increase in the level of education attained by women. However, the gaps in the region are still very large and in the last decade their closing has slowed down considerably" (Guadalupe Aguirre, 2022). Moreover, since the onset of the COVID-19 pandemic, gender gaps in the labor market, instead of continuing to narrow, began to widen, as the pandemic crisis generated difficulties associated with gender equity. The COVID-19 crisis widened gender gaps, with the female sex being the most disadvantaged, as the burden of caring for children and dependent adults was placed on them, causing them great difficulties in going to work or occupying any position in the companies (Guadalupe Aguirre, 2022).

Labor gaps may reflect the state of affairs just prior to the onset of the COVID-19 pandemic, "recent studies point out that since then gaps in labor markets have worsened, especially for women who are mothers. This phenomenon is explained by the overload of care tasks associated with the closure of educational establishments and care centers during the confinements established by governments during 2020 and part of 2021" (Guadalupe Aguirre, 2022). The possibility of teleworking partly cushioned these problems, as women working in occupations without teleworking possibilities were more forced out of the labor market (Berniell et al. 2021c).

Betty Friedan, a renowned activist and precursor of modern feminism, wrote a revolutionary book in 1963: "The Feminine Mystique", where she refers to Abraham Maslow's pyramid and the hierarchy of needs, pointing out that women are generally trapped at the basic level of the pyramid, which corresponds to physiological needs, where they hope to find their identity through their sexual role. Likewise, the author argues that women need significant work just like men to achieve self-actualization, which is the highest level in Maslow's hierarchy of needs pyramid.

In order to achieve growth-oriented needs, it is essential to develop personal and professional achievement motivations, which are those considered self-fulfillment needs by the author of this scale; that is, a woman whose freedom to aspire and climb in the midst of her motivations is restricted will have little satisfaction and therefore her work performance will end up affecting the team and the organizational results. Likewise, a self-realized woman can develop her leadership skills and attitudes much better and inspire her team to improve their performance and a better organizational coexistence.

Figure 1. Maslow's Pyramid



Source: (Navarro, 2019)

Although the participation of women in top management and executive positions has increased in this century, their participation at the top of the organizational ladder continues to be very low; an example of this is that, of the 500 largest companies in the world, at the beginning of the century only 1% were presided over by women, and this is related to salaries, since of the highest paid executives in the United States only 6% were women and 2% became executive presidents. In some countries of the European Union the situation improved a little, but the phenomenon has been similar; 11% of top management positions are occupied by women and only 4% become CEOs (Eagly & Carli, 2007) (Pedraza, 2012).

In 2021, the participation of women in top decision-making positions, as in other decision-making levels, reached 46% (Alvis Barranco, 2022); which denotes a significant advance, but not enough, since these figures constitute an approximation of parity more in local territories than a consideration of global reality. Furthermore, it is important to emphasize that occupying managerial positions is not equivalent to presiding over a corporate government, where differences are more accentuated.

As would be expected, the participation of women on corporate shareholder boards is also significantly lower; according to data, in 2007 in the United States these boards had 14.8% of women, but this figure increased in 2021 with an increase in the average of 28% of women's participation in the United States (Martinez, 2021); similar percentage in Canada (13.7%) and higher than in France and Spain, countries where female participation does not exceed 8% (Henrekson & Stenkula, 2009). "The Center for Studies in Corporate Governance of Cesa, found that, globally, according to the ILO, Deloitte and Catalyst, the participation of women on boards of directors in the world is around 17.5%" (Chaves, 2020).

In the case of Colombia, there is also no equal participation in high leadership positions; however, the rate of women who reach it is higher than in other Latin American countries, doubling in proportion to Mexico and Venezuela (Alvis Barranco, 2022). Such variation between countries is due to several reasons, including the type of business activity, level of development, cultural characteristics and level of access to education, among others; but, in any case, female participation in these positions is still significantly lower (Inter-American Development Bank, 2021).

For María Noel Vaeza, regional director of UN Women for the Americas and the Caribbean, she stressed that businesswomen in Latin America and the Caribbean "can take advantage of the enormous and intangible benefit of being part of a network and that, together with businesswomen in Europe, they can work together to get out of the current crisis and build a better world." On the other hand, Maria Rosa Sabbatalli, head of the regional team of the External Policy Instruments for the Americas for the European Union, highlighted the importance of this joint initiative and the commitment of the business sector so that "the empowerment of women does not go backwards" due to the current crisis unleashed by the pandemic (International Labor Organization - ILO, 2020). However, one of the most fundamental problems that has caused an imbalance in equity has been mainly of a socio-cultural nature, since it has been argued that gender inequality as well as female leadership has been carried not only by the opposite sex but even by many women, who consider that men should assume their role as provider while women should assume the responsibility of the household, which has caused that female capabilities are minimized or questioned not only in the business world but also in the economic, political and educational fields according to (Gálvez, 2001). (Inter-American Development Bank, 2021).

This approach has been shared by other authors such as Clancy (2007), who points out "that the prejudices surrounding female roles are not only originated by men but it is women who support the stereotype of female inferiority in the labor field", this situation leads to the persistence of discrimination in terms of remuneration, vertical segregation (concentration of female employment at the base of the hierarchy) and horizontal segregation (concentration of female employment in those sectors related to their role) (Maruani, 1993). This has resulted in the high level of unemployment among women not only in Colombia or Latin America, but globally, which, although it has improved significantly, is still a high average (Contreras Torres, 2012).

Table 1. Global and regional average of women in parliament.

Promedios mundial y regionales de mujeres en los parlamentos

	Cámara única o baja	Cámara alta o Senado	Ambas cámaras combinadas
Promedio mundial	26,5%	26,1%	26,5%
Promedios regionales			
Las regiones están clasificadas por orden descendente según el porcentaje de mujeres en los parlamentos unicamerales o en la cámara baja del parlamento.			
Países nórdicos	45,7%	—	—
Américas	34,9%	34,6%	34,9%
Europa (países nórdicos incluidos)	31,1%	30,7%	31,0%
Europa (países nórdicos no incluidos)	29,5%	30,7%	29,8%
África Subsahariana	26,6%	26,1%	26,5%
Asia	21,2%	19,4%	21,0%
Pacífico	19,5%	49,4%	22,6%
Oriente Medio y Norte de África	17,7%	11,3%	16,3%

*La composición de las agrupaciones regionales de la UIP puede consultarse en <https://data.ipu.org/content/region-al-groupings>.

Source: (UNWOMEN, 2023)

Women's leadership and political participation provide them with the opportunity to express themselves, influence their environment and make decisions that impact themselves, their families and the community. According to international human rights treaties and frameworks, women's participation in political decision-making not only reflects gender equality in participation, but is also a means to reduce gender inequalities. In addition to political participation, women's involvement in economic decision-making also contributes to empowerment and gender equality. However, women still face obstacles that limit their recruitment or promotion to managerial roles. The Women's Empowerment Measure (WEM) and the Global Gender Parity Index (GGPI) include three indicators to measure women's participation in political and economic decision-making, both in absolute terms and in comparison to men. These indicators track women's access to leadership

positions at national and local levels, as well as their participation in economic decision-making in executive roles (UNWOMEN, 2023).

It remains a major challenge to be able to succeed or stand out for women amidst the uncertainties of the work environment in today's world.

Sustainable Development Goal #5

The Sustainable Development Goals (SDGs), also called Global Goals, which are 17 goals that are interconnected and designed to be a plan that in the future will have sustainability in all the areas for which they were designed (United Nations, 2020).

The fifth sustainable development goal refers to the achievement of gender equality and empowerment of all women and girls, as some progress has been made in recent times during the last decades: "more girls are in school, and fewer girls are forced into early marriage; there are more women in parliaments and leadership positions, and laws are being reformed to promote gender equality" (United Nations, 2020). "More than 100 countries have taken steps to track budget allocations for gender equality" (United Nations, 2020). The proportion of women in paid employment outside the agricultural sector has increased from 35% in 1990 to 41% in 2015, plus, in 46 countries, women now hold more than 30% of seats in the national parliament in at least one chamber. (United Nations, 2020).

It is important for companies to be aware that women should be empowered, not because it is only a global trend, but because of the recognition they have achieved in the different spaces they occupy and scenarios in which they are protagonists from the historical, social, political, economic, business, etc. point of view.

Business feminism is a reality, and business sustainability in the future will be immersed in minimizing not only costs, but also corruption and conflicts; and this can hardly be achieved without their leadership in various fields of knowledge.

METHODOLOGY

This study will be carried out with a cross-sectional quantitative methodology, with elements of qualitative analysis to deepen the participants' responses. The target population for this study are employees and business leaders in Monteria, Colombia. The target population for this study is employees and business leaders in Monteria, Colombia. A sample of 88 people will be selected from the target population. We will seek to include an equal representation of men and women in different roles and levels within the companies.

The research is based on existing theory and uses a deductive approach, which implies that it starts from a previously established hypothesis or theory to look for empirical evidence to support it.

An online survey will be used to collect quantitative data, the survey will contain closed questions on topics such as the perception of female leadership, gender barriers to career advancement and the implementation of gender equality policies in companies. Subsequently, statistical analysis was applied to describe and analyze the data obtained. The results were presented using descriptive statistics, such as means, standard deviations and frequencies, which allowed generalizations to be made about the study population.

RESULTS

Worldwide Indicators of Women's Participation in Parliament

Table 2. Indicators of women's participation in parliament

	Puntuación general		Vida y buena salud		Educación, desarrollo de capacidades y conocimientos		Inclusión laboral y financiera		Participación en la toma de decisiones		Vida libre de violencia
	IEM	IMPG	IEM	IMPG	IEM	IMPG	IEM	IMPG	IEM	IMPG	IEM
Mundo	0,607	0,721	0,769	0,970	0,531	0,855	0,620	0,729	0,413	0,446	0,786
Grupos de desarrollo humano											
Desarrollo humano muy alto	0,734	0,793	0,855	0,972	0,796	0,978	0,790	0,830	0,446	0,501	0,891
Desarrollo humano alto	0,641	0,733	0,859	0,969	0,557	0,908	0,675	0,780	0,396	0,422	0,846
Desarrollo humano medio	0,533	0,629	0,772	0,968	0,404	0,715	0,502	0,579	0,384	0,390	0,713
Desarrollo humano bajo	0,432	0,603	0,531	0,971	0,322	0,680	0,421	0,645	0,316	0,310	0,664
Regiones de los Objetivos de Desarrollo Sostenible											
Australia y Nueva Zelanda	0,807	0,878	0,907	0,979	0,836	0,987	0,887	0,914	0,538	0,673	0,947
Asia central y Asia meridional	0,507	0,575	0,799	0,967	0,372	0,678	0,471	0,521	0,342	0,320	0,701
Asia oriental y Asia sudoriental	0,661	0,741	0,876	0,970	0,582	0,925	0,732	0,824	0,391	0,407	0,864
Europa y América del Norte	0,763	0,823	0,871	0,972	0,833	0,986	0,822	0,859	0,479	0,558	0,907
América Latina y el Caribe	0,633	0,751	0,784	0,971	0,584	0,937	0,587	0,721	0,437	0,484	0,865
África septentrional y Asia occidental	0,458	0,531	0,718	0,965	0,482	0,819	0,309	0,436	0,250	0,231	0,753
Oceania, excepto Australia y Nueva Zelanda	-	-	0,630	0,973	0,403	0,929	-	-	-	-	0,506
África subsahariana	0,498	0,697	0,519	0,972	0,402	0,740	0,558	0,776	0,399	0,422	0,657

Source: (UNWOMEN, 2023)

Women's ability and freedom to make decisions and take advantage of opportunities are severely limited. According to the Women's Empowerment Measure (WEM), globally, women are only able to realize approximately 60.7% of their potential, indicating an empowerment deficit of close to 40%. This empowerment varies significantly between countries, ranging from 43.2% in nations with low human development to 73.4% in those with very high human development. In regions such as North Africa and West Asia, women's empowerment is particularly low, reaching only 45.8% of their potential (UNWOMEN, 2023).

Global perspective of the female work environment:

The following ranking conducted by the company Bloomberg provides a global perspective on gender inequality and in this case quality of life, in the 15 most commercial cities in the world that were selected and are seen in the following table:

Table 3. Quality of life for women in the top 15 commercial cities

Puntuaciones basadas en respuestas a encuestas y datos en cinco "pilares"

← peor Mejor →

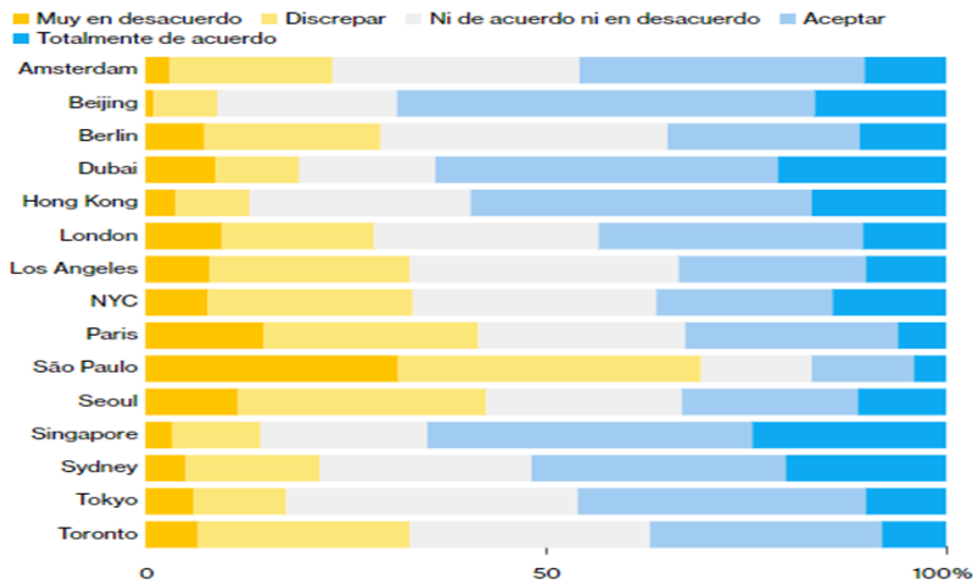
CIUDAD	GENERAL	SEGURIDAD	MOVILIDAD	MATERNIDAD	IGUALDAD	RIQUEZA
toronto	3.66	4.07	2.63	3.77	4.15	3.67
Sidney	3.59	3.14	3.12	3.52	4.09	4.11
Singapur	3.59	4.22	3.52	4.24	3.34	2.64
París	3.57	2.99	3.31	3.87	3.87	3.82
Londres	3.52	2.91	3.49	3.1	4.14	3.96
Berlina	3.48	2.69	3.01	3.87	4.14	3.7
tokio	3.29	3.77	2.89	3.84	3.14	2.79
Hong Kong	3.23	3.54	3.76	2.91	3.29	2.66
Nueva York	3.22	2.4	2.92	3.59	3.95	3.22
Ámsterdam	3.21	3.04	2.15	2.95	4	3.92
Dubái	3.21	3.26	3.63	3.36	3.06	2.74
los Angeles	3.15	2.71	2.74	3.19	3.96	3.13
Seúl	3.01	3.65	2.72	3.54	2.87	2.24
Beijing	2.88	2.69	3.31	3.32	2.87	2.2
Sao Paulo	2.68	3.24	2.56	2.75	3.2	1.67

Source: (Ruth, 2021)

Three elements were included in this classification that were important and principal for the realization of this research, each city was measured using publicly available data. Recognizing that the data may be irregular and insufficient, since each data presented in the table above is the result for each city and nationality of each of the organizations, where important entities such as the World Bank, the International Labor Organization and the Organization for Economic Cooperation and Development also intervened (Ruth, 2021). We can also analyze that the results obtained have a score between 1 and 5 because for Bloomberg "Toronto's narrow advantage reflected its high score on equality and good scores on motherhood and wealth, but a poor score on mobility, as a result of traffic problems and an aging subway network. Other global capitals and business centers, including Sydney and Singapore in second and third place, respectively, scored high on one or two pillars, but did not offer protections and opportunities simultaneously."

Another result that gives a little more insight into gender inequality conducted by Bloomberg (2021), consisted of asking women whether they agree or disagree that they are treated the same as men where they live, which resulted in the following chart.

Graph 1. Gender equality



Fuente: Corus/Bloomberg

Cities such as Dubai, Hong Kong and Singapore score high on safety, but low on ensuring protection for women at the bottom of the labor ladder. "These are classic city-states with local labor shortages that rely on hiring labor from low-income countries," says Rosalia Vazquez-Alvarez, an econometrician and wage specialist at the International Labor Organization. Still, even in cities that ranked relatively high due to legal protections, such as Berlin and Sydney, women in the workplace face obstacles as they move up the ladder (Inter-American Development Bank, 2021) (Ruth, 2021).

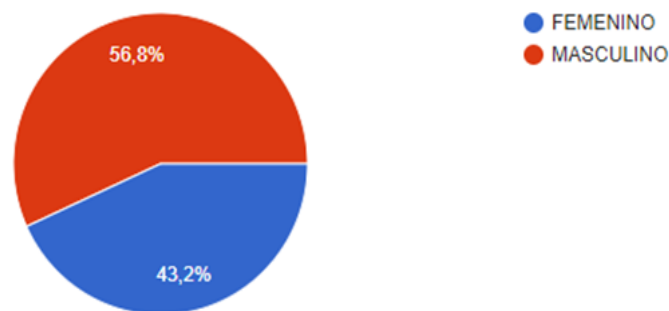
Female leadership in SMEs in the city of Monteria and current events:

Below, we present some statistics that reflect gender participation in the boards of directors of small, micro and medium-sized enterprises in the city of Monteria:

Graph 2. Predominance of male and female gender in SMEs in the city of Montería Córdoba.

SEXO

88 respuestas



Source: Own elaboration

As can be seen in the graph above, 56.8% of the companies are dominated by men, while women have an average of 43.2%, this shows how companies, although they have advanced in recent years in female participation, still have a disadvantage in different positions within a company (Figuroa et al, 2021). (Figuroa et al, 2021).

Regarding organizational culture, this establishes expectations on how people behave and work, and how well they work as a team, taking into account that companies manage a diversity of employees where the male and female gender maintain a battle for predominance, but in administrative areas men have traditionally maintained leadership and this type of battle causes a tense work environment, which is why it is important to maintain a good climate that strengthens the internal culture by giving better spaces to women.

Participatory feminism, gender equality, leadership that women have achieved today is thanks to great socio-cultural, economic and legal battles for decades, making great decisions, such as learning that has allowed a greater development of capabilities through knowledge, skills, abilities in areas where men have predominated for decades (Figuroa et al, 2021).

The human perception in the position of the managers who approach the interpretation of the collaborators through the execution of the activities that allow the transformation proposed by the organization, are plagued not only with positive attitudes, but on the contrary, besides the labor harassment in the female sex we can also find other negative attitudes such as arrogance, which characterizes many male leaders who believe they are always right based on the authority granted by the position and feel they have superior capabilities to women; unethical practices are also reprehensible attitudes in those leaders who are accustomed to corrupt acts, such as shenanigans, bargaining or embezzlement of funds in companies. It is very important to recognize that these negative attitudes are detrimental to achieving or favoring a good working environment at the collective level, or achieving optimal performance at the individual level; since inappropriate attitudes represent a threat to the good performance of processes, efficient productivity and end up affecting people in an organization equally if gender equity or equality is not maintained, because although each gender has its skills and abilities, each one has proven to defend itself in all or almost all areas (Pedraza, 2012).

CONCLUSIONS

Today we see how women develop in certain areas where they had never been able to participate in the labor field, because previously in the man fell the strength, character and discipline, so that women in the business sector, were considered lacking in these values and misperceived for their weakness or good heart seen as little character; But that has been a myth that today has been unmasked, because women bring with them many skills, among which we can highlight the responsibility, discipline, motivation, joy, creativity, among others, as it has been shown that women tend to be more creative and risky, because their capacity for humanity generates good

organizational climate, it has also been shown that a company that has women in their management areas tends to be more competitive, successful and innovative.

Women are substantial for the good development of the industry, they have skills and capabilities that go beyond what a man can often do. Throughout history women have been seen as mothers and housewives, but they have shown that they are more than that role that society itself has imposed on them, so much so that we have seen how women have been leaders, have been great entrepreneurs, without leaving the role of being a mother, wife and daughter. Although nowadays, in the XXI century, we continue to notice gender inequality in companies and in other disciplines.

in companies and in other disciplinary areas, we have also seen advances in women's leadership, something that in the past could be seen as something that was unattainable or that could never happen; women in society have always played an important role where sometimes they have been protagonists and sometimes they have helped men to be protagonists.

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