



Assessing the impact of women leaders with intellectual potential in human resources management

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ABSTRACT

The purpose of this research is to assess the impact of women leaders in human resource management. Women leaders with intellectual potential were selected as focus of the research and accordingly women leadership characteristics as independent variable and HRM processes as dependent variable were chosen. This topic is relevance because of women leaders have characteristics which able to manage successfully of human resource processes. The design of this research is qualitative, its type is explanatory research, and research method is questionnaire method. The research consists of null and alternative hypotheses. The data of this research are nominal and ordinal, and therefore non-parametric test was applied by researchers for preparing of the results section in this paper. According to this the following tests were chosen for analyzing data: descriptive statistics, Cronbach's alpha, and Spearman correlation. The main finding is that the characteristics of women leaders that is responsibility, self-confidence, strategic thinking, and empathy impact on human resources management

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Интеллектуал салоҳиятли лидер аёлларнинг инсон ресурсларини бошқаришдаги таъсирини баҳолаш

АННОТАЦИЯ

Калит сўзлар:

лидер аёллар

аёлларнинг лидерлик

хусусиятлари

Ушбу тадқиқотнинг мақсади лидер аёлларни инсон ресурсларини бошқаришдаги таъсирини баҳолашдир. Интеллектуал салоҳиятга эга бўлган лидер аёллар тадқиқот

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ИРБ
ИРБ жараёнлари.

маркази сифатида танлаб олинди ва шунга кўра мустақил ўзгарувчилар сифатида лидер аёллар хусусиятлари ва номустақил ўзгарувчилар сифатида ИРБ жараёнлари танланди. Бу мавзу долзарб, чунки лидер аёллар инсон ресурслари жараёнларини муваффақиятли бошқаришга қодир бўлган хусусиятларга эга. Тадқиқотнинг дизайни сифатли, унинг тури изоҳловчи ва тадқиқот усули саволнома усулидир. Тадқиқот нол ва муқобил гипотезиялардан иборат. Тадқиқот маълумотлари номинал ва тартибли, ва шу сабабли тадқиқотчилар томонидан ушбу мақола натижалар бўлимини тайёрлаш учун параметрик бўлмаган тест қўлланилди. Шунга кўра маълумотларни таҳлил қилиш учун қуйидаги тестлар танланди: тавсифловчи статистика, Кронбах альфа ва Спирмен корреляцияси. Асосий хулоса шундан иборатки, лидер аёлларнинг ўзига хос хусусиятлари, бу масъулият, ўзига бўлган ишонч, стратегик фикрлаш ва ҳамдардлик инсон ресурсларини бошқаришга таъсир қилади.

Оценка влияния женщин-лидеров с интеллектуальным потенциалом в управлении человеческими ресурсами

Ключевые слова:

женщины-лидеры
лидерские качества
женщин
учр
Процессы УЧР.

АННОТАЦИЯ

Целью данного исследования является оценка влияния женщин-лидеров на управление человеческими ресурсами. В центре внимания исследования были выбраны женщины-лидеры с интеллектуальным потенциалом, и соответственно были выбраны лидерские качества женщин в качестве независимой переменной и процессы управления человеческими ресурсами в качестве зависимой переменной. Эта тема актуальна, потому что женщины-лидеры обладают характеристиками, способными успешно управлять кадровыми процессами. Дизайн этого исследования - качественный, его тип - объяснительное исследование, метод исследования - анкетирования. Исследование состоит из нулевых и альтернативных гипотез. Данные этого исследования являются номинальными и порядковыми, поэтому исследователи применили непараметрический тест для подготовки раздела результатов в этой статье. В соответствии с этим для анализа данных были выбраны следующие тесты: описательная статистика, альфа Кронбаха и корреляция Спирмена. Главный вывод заключается в том, что такие характеристики женщин-лидеров, как ответственность, уверенность в себе, стратегическое мышление и сочувствие, влияют на управление человеческими ресурсами..

INTRODUCTION

Women and women leaders are appreciated by our government and we feel it via our president Sh.Mirziyoyev's speeches and Addresses. For example, president of the Republic of Uzbekistan Sh.Mirziyoyev congratulated Uzbekistan's women with "International women day" on 07.03.2020 and made a speech. According to Sh.Mirziyoyev's speech Uzbekistan's women leaders - ministers, governors, producing associations, the chairmen of banks and companies, and women in law enforcement agencies and also in the Armed Forces - are growing. As well as, the number of women in leadership positions in the system of state and public organizations exceeded 1380. In addition to this, president Sh.Mirziyoyev expressed own personal opinions about female governors in the districts. President Sh.Mirziyoyev explained about woman governors saying that "In these districts, where women are the leaders, there will be justice and purity". Our president demonstrates regularly own attention about women leaders, for instance, president Sh.Mirziyoyev made the Address to the Oliy Majlis and emphasized several tasks which must be accomplish in 2021. According to this Address the sixth task is to further enhance the role of women in public administration in Uzbekistan.

We have personal views about 21st century's women leaders and their serves for countries and societies via social media, TV and other information technologies in everyday's our life. We know that women leaders can achieve improvements in the various fields in the society and the main reason for this their intellectual potential. Leaders with intellectual potential show themselves capability through personal leadership characteristics, qualities, and traits. They may be congenital or form in the period of experience.

We chose this topic for our research for assessing the impact of women leaders with intellectual potential on human resources management activities in the organizations and entities. According to Nayak (2015) women are more effective than men in human resource functions due to their superior interpersonal skills, ability to deal and engage with human beings for higher performance. Professional education such as MBA with specialization in HR helps women to be more effective in managerial roles. Women are also found to be effective in leadership roles, especially at middle level, in customer relationship management jobs and in terms of maintaining better work-life balance than their men counterparts.

Why this topic is important for us because informing to the society and its participants about the impacts of women leaders on HRM processes in the organizations and entities. In this aim we adopted the survey method for collecting data via social media because only this path way can help us to gather individuals' opinions who live in the different parts in the country. It is known phenomena that women leaders with intellectual potential influence on the processes of HRM but there was unknown phenomena that which characteristics of women leaders with intellectual potential affect to which HRM's processes.

Therefore, it is necessary to know how effectively women work in leadership positions, and in order to analyze this here should be study the relationship with female leaders and HRM in the organizations/entities.

We created our research objectives, research questions, and hypotheses on the based on this research topic.

According to the research, the research objectives were formed in the following order:

- To identify the characteristics of women leaders that affect on HRM;
- To assess the impact of women leaders in managing human resources processes in the organizations/entities.

According to the research objectives, the research questions were formed in the following order:

1. Do the characteristics of women leaders impact on HRM?
2. How women leaders affect in managing human resources processes in the organizations/entities?

Based on the research objectives and the research questions we formed our research hypotheses, and they include:

H₀-There is no significant relationship between the characteristics of women leaders and HR processes in the organizations/entities;

H_A-There is a significant relationship between the characteristics of women leaders and HR processes in the organizations/entities.

The main purpose for conducting this research is to assess the impact of women leaders in HRM.

This research is based on the empirical study and it divided into five sections: introduction, literature review, methodology, analysis and results, recommendations and conclusion.

LITERATURE REVIEW

2.1. Empirical framework

Feminist leadership is 'women with a feminist perspective and vision of social justice, individually or collectively transforming themselves to use their power, resources and skill in non-oppressive, inclusive structures and processes to mobilize others – especially other women – around a shared agenda of social, cultural, economic and political transformation for equality and the realization of human rights for all.' According to Batliwala (2010) there are three common features of the feminist understanding of leadership: (i) a set of attributes and behaviors, commonly including inclusiveness, collaboration, empowering and consensus-building; (ii) recognition of, and reference to, power and politics 'that are almost invisible in mainstream definitions of leadership, even of feminine [i.e. women's] leadership'; and (iii) critical reflection of 'feminist leaders own use of and practice of power when they occupy leadership positions' (Batliwala, 2010).

Moore et al. (2005) conducted a self-report survey through the male (n=328) and female (n=222) managers, who had either a male or a female supervisor and found that subordinate males and females reported higher levels of social support for the solution of problems related to work, fewer conflicts between work and family, a higher level of skill, and lower levels of depression when their leader/supervisor was a woman. The results show that there are some small advantages associated with getting a female boss and operating in a more female-dominated atmosphere for both men and women.

Botsjancic (2010) surveyed through the method questionnaire the role of emotional intelligence in the performance of managers and identified that female managers have better control over their emotions and are less sensitive to conflict or emotional situations than men, although they are influenced by stronger feelings.

Zenger and Folkman (2019) investigated leadership skills both in men and women. As a result of the analysis of thousands of 360-degree ratings, women were rated as outstanding in showing initiative, resilience, the practice of self-development, the pursuit of results, and display of high integrity and honesty. The value of this study is that researchers studied the link between age and self-confidence among women. They have lower scores than men in the confidence

rating, especially when they are less than 25 years. In 40 years, confidence ratings merge. Men score just 8.5 percentile confidence points between the ages of 25 and 60. Women score 29 percentile points. According to those who work most closely with them, women make highly qualified leaders, and what is holding them back is not a lack of ability, but a lack of opportunity.

Davis et al. (2010) analyzed gender differences in reactions to conflicts in workstations. They found that all groups rated women as more active and constructive, and men as more active destructive. Women are superior to men in avoidance and self-criticism. In terms of hiding emotions, there was no difference between the genders.

Goodman et al. (2003) studied the variables that differentiate workplaces in which women are in top management positions from those in which they do not and found that women are more likely to hold senior management positions in companies where lower management positions are held by women, have higher turnover, have lower average executive salaries, pay more attention to employee development and promotion, and work in a non-production area.

Garikipati and Kambhampati (2020) examined that if there is a significant and systematic difference by gender of the national leader in the number of COVID-cases and deaths in the first quarter of the pandemic. As well as, the researchers also examined differences in policy responses by male vs. female leaders as plausible explanations for the differences in outcomes. They use a specifically constructed dataset for 194 countries for their analysis. Garikipati and Kambhampati (2020) found that COVID-outcomes are systematically and significantly better in countries led by women and, to some extent, this may be explained by the proactive policy responses they adopted. Even accounting for institutional context and other controls, being female-led has provided countries with an advantage in the current crisis.

2.2. Theoretical framework

Human Resource Management is the process of recruiting, selecting, inducting employees, providing orientation, imparting training and development, appraising the performance of employees, deciding compensation and providing benefits, motivating employees, maintaining proper relations with employees and their trade unions, ensuring employees safety, welfare and healthy measures in compliance with labour laws of the land and finally following the Orders / Judgements of the concern High Court and Supreme Court, if any (Human Resource Management). The field consists of the various practices and associated functions used to manage people in organizations. These practices have commonly been groups into functional areas such as selection, training, appraisal and rewards, and staffing (Wright and McMahan, 1992).

Human resource management process is a systematic process of managing people working in the organization (Anshika S, 2020). HRM process is a strategic approach which helps the business or the organization to achieve the competitive advantage by maximizing the performance of employees. It indirectly contributes achieving the goals of organization

(HRM - Human Resource Management Process). According to Figure 1, HRM process includes the following activities:

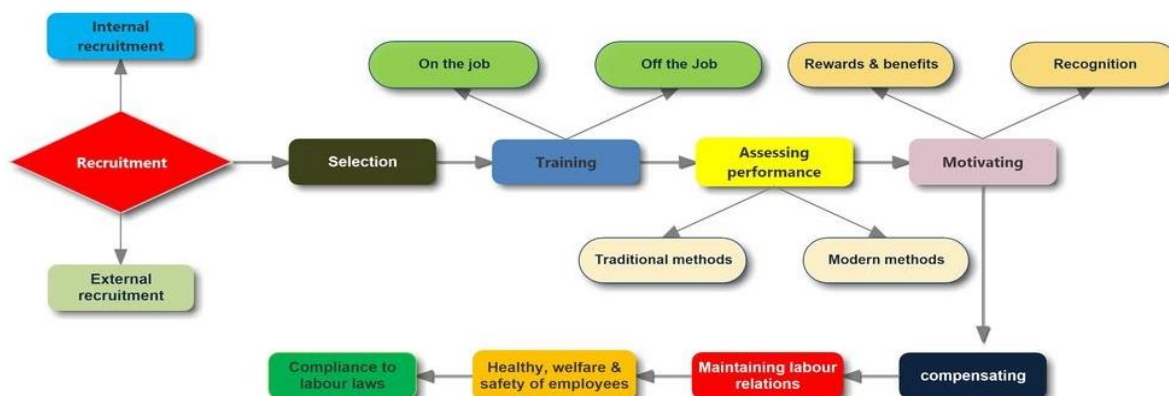


Figure 1. HRM process (source <http://www.whatishumanresource.com/>)

2.3. Conceptual framework

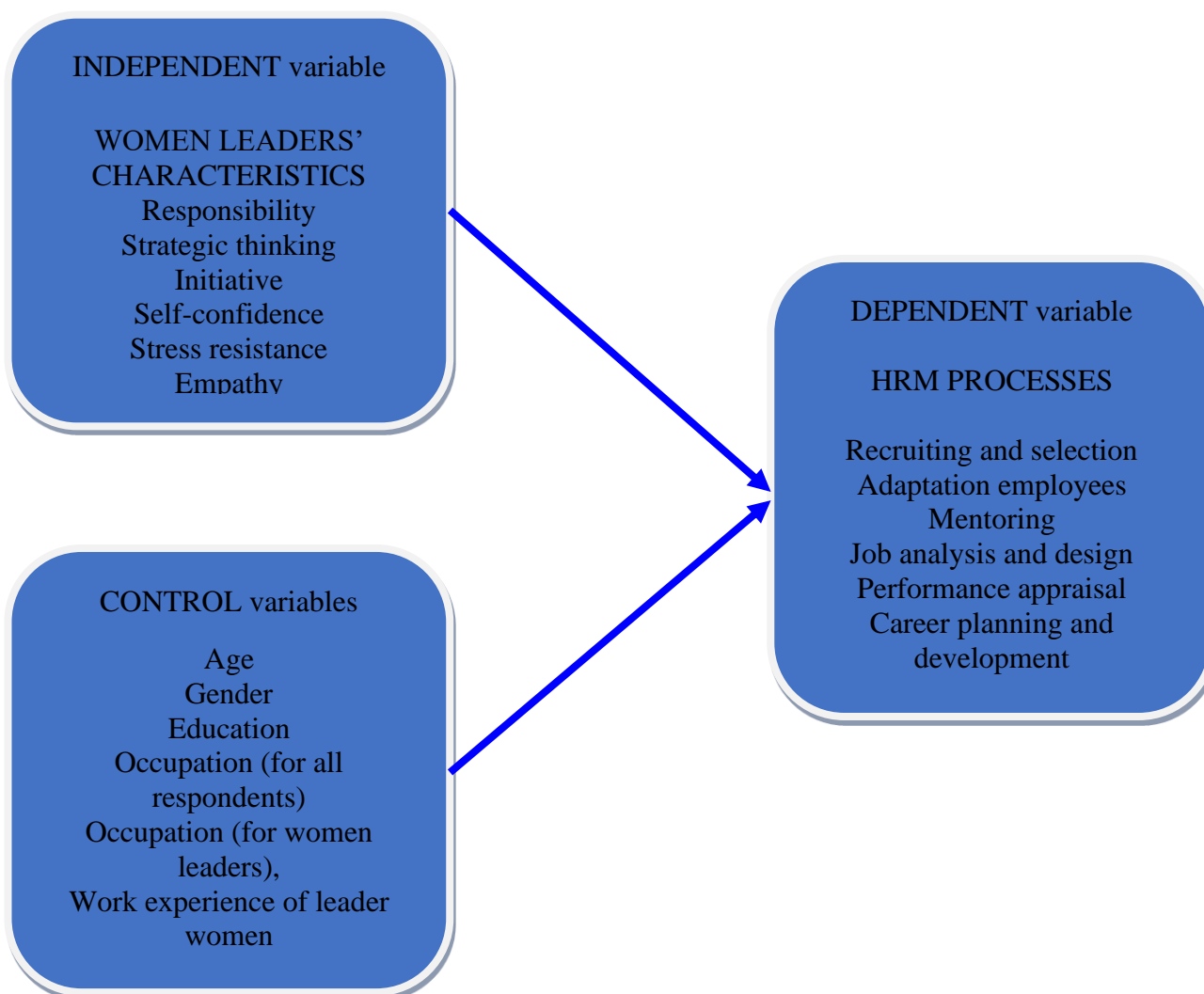


Figure 2. Conceptual framework

METHODOLOGY

3.1. Participants

This research's population is women leaders/executives and employees of all organizations and entities. The sampling technique of research is non-probability sampling technique and its method is voluntary response sampling. The organizations and entities were not separated to public and private organizations/entities, and men leaders and employees also participated in this research. In addition, unemployed people were not engaged to this research by researchers.

3.2. Procedure

Non-probability sampling technique and voluntary response sampling method were chosen for research because online questionnaire was used for distributing to respondents via social media such as Telegram, Facebook, LinkedIn and etc. The online questionnaire was created in Google Forms and its link was sent to respondents in unlimited quantities. And at the same time, the participants were asked that distribute the online questionnaire to their contacts and as a result 182 responses were gathered in this research. The size of respondents is 182 and it includes 44 (24,2 %) male and 138 (75,8%) female respectively. All respondents participated in this research with optionally and unethical questions were not intended in online questionnaire by researchers.

The research's design is qualitative research design because of the research is based on qualitative data which consisted of ordinal and nominal data. The qualitative research design's type is explanatory research design and research method is questionnaire method.

The research's organization was accomplished in the following order:

- Sources were selected for creating a questionnaire;
- The questionnaire was posted on Google Forms and its link was distributed to participants via social media;
- Results were collected and analyzed;
- Full research paper was prepared on the basis of results.

The purpose for conducting this research is:

- Assessing the impact of women leaders in HRM.

This research consists of three types of variables, independent variable, dependent variable, and control variables:

- INDEPENDENT variable is women leadership characteristics;
- DEPENDENT variable is HRM processes;
- CONTROL variables: age, gender, education, occupation (for all respondents), occupation (for women leaders), and work experience of leader women.

The researchers used both primary and secondary data in this research. The primary data (based on results of this study) were collected via social media using an online questionnaire, and the secondary data (relevant books, journals, papers, international organizations' survey results and etc.) were gathered via Google scholar and other web sites.

3.3. Measures

The research questionnaire consists of two parts, the first one is demographic part and the second one is main part. The demographic part involves seven questions and its measurement scales are both nominal and ordinal. And the main part involves two questions and its measurement scale is nominal.

3.4. Statistical Analysis

The statistical analysis tools were chosen based on questions measurement scales, the types of collected data, and statements of research hypotheses. According to questions' measurement scales, the statistical tools of this research were chosen in the Non-Parametric equivalent. The following tests were used for determining this research's results:

- Descriptive statistics for analyzing demographic and main part data;
- Cronbach's alpha for testing the reliability of research data;
- Spearman correlation for testing hypotheses.

All the above statistical analyses were calculated with the IBM SPSS Statistics.

ANALYSIS AND RESULTS

In the beginning of the results section in research paper we preferred to restate the purpose of this research, it includes:

- Assessing the impact of women leaders in HRM;

We highlighted the descriptive statistics for all variables (independent, dependent, and control variables), the Reliability and Hypotheses tests in the results section.

5.1. Descriptive statistics

Table 1. Statistics of control variables

		Age	Gender	education	What is your position in the organization/enterprise?	What is position do you hold in the organization (for women/leaders only)?	Your work experience as a leader (for women/leaders only)?	Your leader a woman or man?
N	Valid	182	182	182	182	64	53	182
	Missed	0	0	0	0	118	129	0
Mean		2,5549	1,2418	3,3462	3,4231	2,0938	2,9434	1,5385

According to Table 1, it is clear that 182 respondents participated in this research and 64 respondents are women with occupation in the senior management in the organizations/entities, from them 53 women leaders responded about their work experience as a leader.

Table 2. Respondents' age

		Frequency	Percentages	Valid percentage	Cumulative percentage
Valid	18-25	25	13,7	13,7	13,7
	26-35	76	41,8	41,8	55,5
	36-45	43	23,6	23,6	79,1
	46-55	31	17,0	17,0	96,2

	56 and over	7	3,8	3,8	100,0
	Total	182	100,0	100,0	

Table 2 provides information about respondents age, we can see that most of the participants in this research were between 26-35 years old, namely 76 (41,8%) and least participants in this research were between 56 and over, namely 7 (3,8%).

Table 3. Respondents gender

		Frequency	Percentages	Valid percentage	Cumulative percentage
Valid	Female	138	75,8	75,8	75,8
	Male	44	24,2	24,2	100,0
	Total	182	100,0	100,0	

In the Table 3 respondents gender was described, according to the table female respondents are 138 (75,8%) and male respondents are 44 (24,2%).

Table 4. Respondents education

		Frequency	Percentages	Valid percentage	Cumulative percentage
Valid	College degree	7	3,8	3,8	3,8
	Undergraduate student	1	,5	,5	4,4
	Bachelor degree	99	54,4	54,4	58,8
	Master degree	73	40,1	40,1	98,9
	Doctorant student	1	,5	,5	99,5
	Doctor of science	1	,5	,5	100,0
	Total	182	100,0	100,0	

We can see from the Table 4 the education level of respondents, according to data 99 (54,4%) respondents received bachelor degree and 73 (40,1%) respondents of master degree.

Table 5. What is your position in the organization / enterprise?

		Frequency	Percentages	Valid percentage	Cumulative percentage
Valid	Leader/Executive	16	8,8	8,8	8,8
	Deputy executive	20	11,0	11,0	19,8
	Head department	25	13,7	13,7	33,5

	Department specialist	113	62,1	62,1	95,6
	Others	8	4,4	4,4	100,0
	Total	182	100,0	100,0	

As it may be seen from the Table 5 that the most respondents are department specialists, their index is 113 (62,1%), remaining respondents: leader/executives, deputy executives, and head of departments are 16 (8,8%), 20 (11%), and 25 (13,7) respectively.

Table 6. What position do you hold in the organization (for women leaders only)?

		Frequency	Percentages	Valid percentage	Cumulative percentage
Valid	Leader/Executive	19	10,4	29,7	29,7
	Deputy executive	20	11,0	31,3	60,9
	Head department	25	13,7	39,1	100,0
	Total	64	35,2	100,0	
Missed		118	64,8		
Total		182	100,0		

The Table 6 presents data that women leaders' occupation in the organizations/entities, according to table 64 (35,2%) women leaders completed this question and for this reason 118 responses were missed.

Table 7. Your work experience as a leader (for women leaders only)?

		Frequency	Percentages	Valid percentage	Cumulative percentage
Valid	Less than 1 year	14	2,2	7,5	7,5
	1-3 years	19	10,4	35,8	43,4
	3-5 years	6	3,3	11,3	54,7
	5 years and over	24	13,2	45,3	100,0
	Total	53	29,1	100,0	
Missed		129	70,9		
Total		182	100,0		

The Table 7 clearly showed that 53 respondents answered to this question, according to data 24 women leaders have 5 years and over experience, 19 women leaders have 1-3 years of experience, remaining participants have 3-5 years and less than 1 year of experience.

Table 8. Your leader a woman or man?

		Frequency	Percentages	Valid percentage	Cumulative percentage
Valid	Woman	84	46,2	46,2	46,2
	Man	98	53,8	53,8	100,0
	Total	182	100,0	100,0	

As it is evident from the Table 8 that 84 respondents' leader is women and 98 respondents' leader is man in the organizations/entities.

Table 9. Women leadership characteristics

		Frequency	Percentages	Valid percentage	Cumulative percentage
Valid	Responsibility	46	25,3	25,3	25,3
	Strategic thinking	36	19,8	19,8	45,1
	Initiative	10	5,5	5,5	50,5
	Self-confidence	44	24,2	24,2	74,7
	Stress resistance	14	7,7	7,7	82,4
	Empathy	32	17,6	17,6	100,0
	Total	182	100,0	100,0	

In this Table 9 women leadership characteristics were highlighted which affects HRM in the organizations/entities. According to this data we may know that women leaders' main characteristics are responsibility-46 (25,3%), self-confidence-44 (24,2%), strategic thinking-36 (19,8%), and empathy-32 (17,6%).

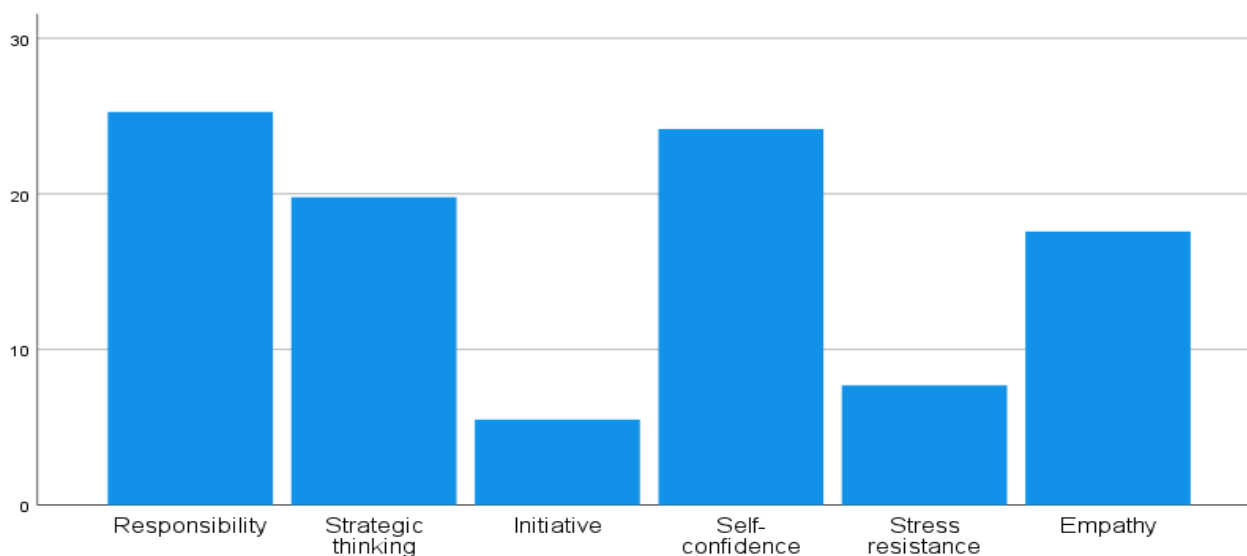


Figure 3. Women leadership characteristics

According to the Figure 3, we know that the characteristics of “initiative” and “stress resistance” are less important for women leaders according to respondents.

Table 10. HRM processes

		Frequency	Percentages	Valid percentage	Cumulative percentage
Valid	Recruiting and selection	39	21,4	21,4	21,4
	Adaptation employees	23	12,6	12,6	34,1
	Mentoring	32	17,6	17,6	51,6
	Job analysis and design	23	12,6	12,6	64,3
	Performance appraisal	34	18,7	18,7	83,0
	Career planning and development	31	17,0	17,0	100,0
	Total	182	100,0	100,0	

Table 10 showed about HRM processes are the most active in the organizations/entities as a result of impact of women leadership characteristics. According to this table the most active HRM processes are recruiting-39 (21,4%), performance appraisal-34 (18,7), mentoring-32 (17,6), and career planning and development-31 (17%).

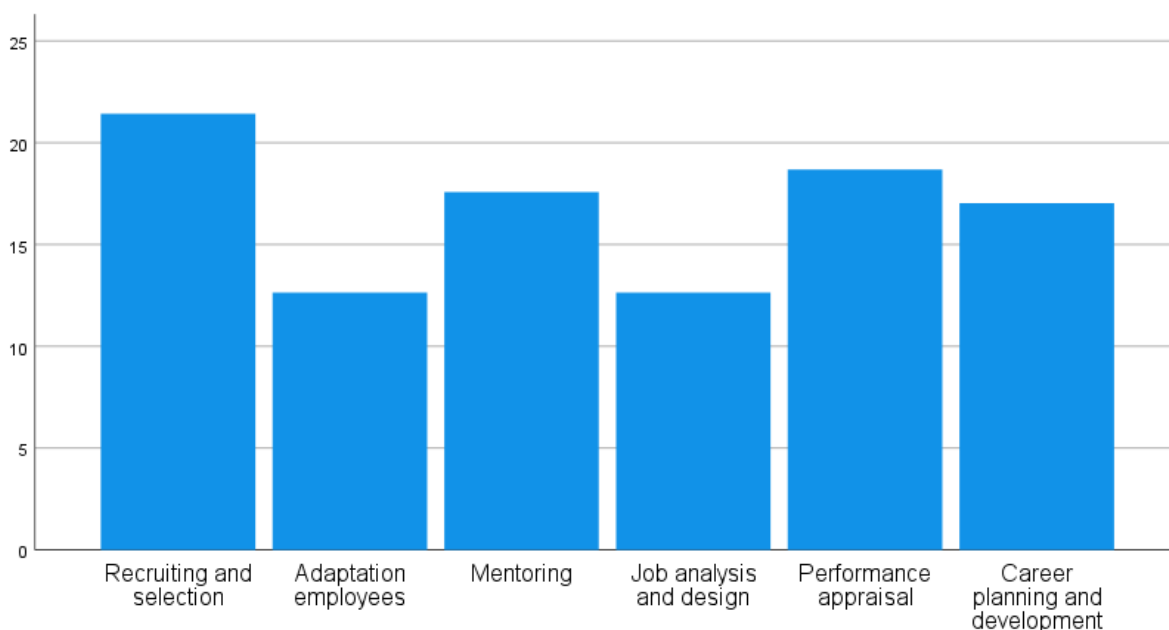


Figure 4. HRM processes

Figure 4 described that adaptation employees and job analysis and design are less important for women leaders according to respondents who responded in this research.

5.2. Reliability test

Table 11. Reliability statistics

Chronbach's Alpha	N
,983	2

The Table 11 clearly showed about the research's reliability and according to the test the reliability of research is $r=0.98$. The Reliability test result is denoted by the letter r and represented in the range from 0 to 1. According to range, if $r = 0$ it does not show reliability and if $r = 1$ it shows perfect reliability. So, this research's reliability is excellent.

5.3. Testing hypotheses

Table 12. Spearman correlation result for the significant relationship between women leadership characteristics and HR processes in the organizations/entities

			women_leadership_characteristics	hrm_processes
Spearman	women_leadership_ch aracteristics	Correlation coefficient	1,000	,972**
		Sig. (2-tailed)	.	,000
		N	182	182
	hrm_processes	Correlation coefficient	,972**	1,000
		Sig. (2-tailed)	,000	.
		N	182	182
**. Correlation is significant at the 0,01 level (2-tailed).				

Table 12 represents the relationship between independent and dependent variables in this research. Spearman correlation is denoted by r_s and this research's $r_s=0.97$ which means the relationship between variables is a very strong correlation. The probability value "p-value" is 0,000 and this p-value less than 0,01. Less than 0,01 p-value, namely $p<1\%$ means that there is very strong evidence for rejecting H_0 . If H_0 is wrong, that the data are statistically significant and that independent and dependent variables showed a true relationship (Fig.5).

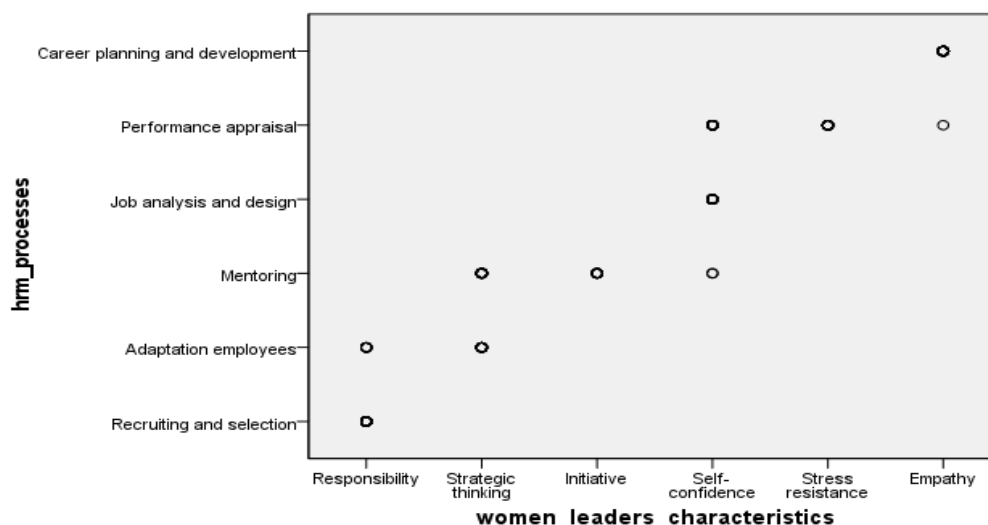


Figure 5. A scatter plot of independent and dependent variables

CONCLUSION AND RECOMMENDATIONS

Women leaders own significant leadership characteristics and their qualities play an important role in the management of organizations/entities. Human resources are the main asset that provides survives of the organizations/entities. Our aim was to identify and assess the impact of women leadership characteristics on HRM. According to research topic and research objectives two research questions were formed for this research and they include:

1. Do the characteristics of women leaders impact on HRM?

2. How women leaders affect in managing human resources processes in the organizations/entities?

We conclude the following findings for both research questions in the research that the characteristics of women leaders impact on human resources management, such as responsibility, self-confidence, strategic thinking, and empathy. These four women leadership characteristics are strongly positive correlate with human resources management processes, such as recruiting, performance appraisal, mentoring, and career planning and development. The characteristics of **responsibility** and **self-confidence** of women leaders together play a major role in the successful and effective organization of **recruitment and performance appraisal** processes in the organizations or enterprises which they lead. Both the recruitment and performance appraisal processes do not include only one element, on the contrary, these processes consist of several human resources activities, such as identifying, attracting, interviewing, selecting, hiring, promotion, career development employees and others. There should be noted that the recruitment process is involved in the human resource planning. The HR planning is a process that ensures the right number and kinds of people at the right place at the right time. So, the characteristics of responsibility and self-confidence influence positively to the recruitment process which participates in building an organization's human capital.

Based on the results of this study, we consider the following recommendations to be appropriate, they include:

-Independent study of modern knowledge on human resource management and human capital by women leaders and organization of regular training sessions for HR staff in the organizations/entities. In this process, women leaders will have **additional leadership qualities and characteristics**.

- Participation in international and local conferences, training seminars in the field of **modern and strategic human resource management** which are organized by governmental and non-governmental organizations. As a result, women leaders will have the opportunity to master many processes of human resource management that are unfamiliar to them.

The future research should be conducted by linking each the characteristics or qualities of women leaders to individual human resource management activities or tasks.

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