

Leadership Effectiveness of Women in Lebanese Organizational Structures

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Abstract: The dynamics of female leadership within the specific cultural and organizational conditions of Lebanon. Women in Lebanon continue to encounter considerable challenges as a result of conventional attitudes and organizational practices, even though there is a growing awareness of gender equality in leadership roles on a worldwide scale. The purpose of this study is to analyze how female leaders successfully manage these challenges, as well as their leadership styles and the impact they have on the outcomes of organizations. A variety of qualitative and quantitative approaches, such as interviews and surveys, are utilized in this research project to evaluate the effectiveness of leadership from a variety of vantage points. It is anticipated that the findings will shed light on the advantages, possibilities, and difficulties that women face when they are in positions of authority. These findings will provide valuable insights for policymakers and organizations who are working to improve gender diversity and leadership development in the corporate environment of Lebanon. By contributing to the larger discourse on women's leadership and the necessity of structural reforms to encourage gender equity in the workplace, this research contributes to the conversation.

Keywords: *Women's leadership, Lebanese organizations, gender equality, leadership effectiveness, organizational structures, female leadership barriers, leadership development.*

I. INTRODUCTION

As they seek to achieve gender equality and diversity, an increasing number of organizations worldwide are concentrating their attention on the role that women play in leadership roles. The number of women in positions of leadership in Lebanon is still limited as a result of significant barriers that prevent them from advancing. These challenges include organizational, social, and creative ones[1]. The ancient patriarchal structure that still permeates Lebanese society frequently enforces gender roles that limit women's access to leadership positions. This problem is particularly apparent in organizational settings where men typically hold the majority of leadership roles and where women's paths to leadership are severely hindered by barriers that are both obvious and invisible. To tackle these issues and foster an environment within the company that is more accepting of individuals from diverse backgrounds, a thorough grasp of the leadership efficacy of women in comparable circumstances is important.

This study aims to explore the efficacy of women in leadership positions within the framework of Lebanese organizational systems. This research aims to comprehend how women in leadership roles deal with particular creative and structural challenges and how their leadership affects the culture and performance of the company. A leader's effectiveness can be assessed in some ways, such as their decision-making skills, interpersonal abilities, and ability to inspire and influence groups of people. However, gender inclinations and cultural expectations are among the many new challenges that women in Lebanese organizations regularly confront. These challenges could impact the type of leadership that women do and how effective it is.

Despite these obstacles, a sizable portion of women in leadership roles in Lebanon demonstrate exceptional degrees of adaptability, rigidity, and creativity. They offer a fresh perspective on leadership and question accepted morals[2]. They usually emphasize inclusivity, emotional intelligence, and teamwork in their leadership styles, which can all have a significant positive impact on an organization's performance and culture. However, in settings where male-dominated leadership styles are the norm, these advantages are typically underestimated. This study aims to offer a more in-depth comprehension of the challenges and opportunities faced by womanish leaders in Lebanon. This will be achieved by an analysis of the effectiveness of female leaders in different institutions.

In a similar vein, the study aims to contribute to the greater discourse surrounding gender diversity in leadership by offering legislators, corporate executives, and associations a useful viewpoint on the subject. By employing a range of leadership philosophies and approaches, closing the gender gap in leadership not only advances equality but also enhances organizational performance[3]. This study links the factors that support or undermine women's leadership effectiveness in Lebanese associations to pave the road for more equitable and unbiased organizational practices. It is specifically necessary

to investigate the connection between these variables. Ultimately, this research emphasizes how important it is to create organizational frameworks that empower and support female leaders to create a leadership geography that appreciates diversity and contribution.

II. RELATED WORKS

The effectiveness of women as leaders has been the subject of much research worldwide, but little is known about the roles that women play in Lebanese organizational structures. Women's leadership has received recognition in transnational literature for its unique rates, usually highlighting inclusivity, emotional intelligence, and teamwork (Eagly & Carli, 2007). Empirical evidence indicates that groups associated with diverse leadership, including women, exhibit superior performance in domains akin to hands-on involvement and creativity (Catalyst, 2020)[4]. However, a lot of this research is based on Western economic environments, which are very different from Lebanon's socio-artistic context.

Women's leadership in the Middle East and North Africa (MENA) is often influenced by cultural norms, legal restrictions on their participation in senior settings, and artistic morality. Research conducted by Sidani and Gardner (2000) and Metcalfe (2008) has investigated the impact of patriarchal systems on the progression of women into leadership roles throughout the Arab world[5]. These workshops highlight the ways that especially in conservative countries, gender inclinations, family prospects, and constrained organizational support structures create barriers for women. Even with their higher levels of education, Lebanese women still encounter these creative and structural obstacles in their pursuit of leadership roles (Kassir, 2013). Similarly, the political and economic instability in Lebanon introduces another layer of complexity to the problem, impacting women's roles in the commercial landscape as well.

Empirical research, akin to that carried out by Jamali et al. (2005), provides insight into women's involvement in Lebanese associations, namely within the business sector. These studies highlight the persistent gender gap in leadership, where males predominate in positions of decision-making while women are under-represented in positions of top operation[6]. According to Jamali's research, it's common for women in leadership roles to be expected to adopt masculine leadership philosophies to blend in, which could compromise their authenticity and efficacy as leaders. Notwithstanding these challenges, some women leaders in Lebanon have succeeded in carving out fulfilling careers, although their routes are usually characterized by bridging institutional support gaps and stereotypical gender stereotypes.

Furthermore, studies conducted recently have started to investigate how women in the Middle East and North Africa (MENA), which includes Lebanon, are challenging conventional leadership values by presenting essential leadership styles that prioritize diversity and team collaboration (Omair, 2010). These findings suggest that by encouraging more inclusive work environments, female leaders may have a positive impact on organizational culture. However, little research has been done on how much Lebanese organizational systems respect and value various leadership philosophies.

In conclusion, while transnational and indigenous studies have aided in the understanding of women's leadership difficulties and efficacy, further research is necessary to fully explore Lebanon's particular context, which is distinguished by a distinct fusion of social, political, and artistic elements[7]. To close that gap, this investigation focuses on the leadership efficacy of women in Lebanese associations, providing insight into how these individuals negotiate the intricate relationships between gender, leadership, and organizational culture in this setting.

III. RESEARCH METHODOLOGY

looks at womanish leadership dynamics and identifies enablers and impediments in Lebanese organizations. A mixed-system approach will use qualitative and quantitative research techniques to accomplish these objectives. By fusing narratives from female leaders and their allies with statistical data, this approach offers a comprehensive understanding of the problem. Data collection, party selection, analysis, and interpretation will all be part of the investigation.

A. *Design of Research*

This mixed-system study uses quantitative and qualitative approaches to analyze the efficacy of women leaders in Lebanon. Combining the two techniques yields richer data, a wider viewpoint, and a better context for quantitative outcomes[8]. A structured check will gather information on leadership styles, effectiveness, and organizational concerns, while semi-structured interviews will be used to understand the challenges, strategies, and gests of women leaders.

B. Selection of Parties

Women leaders in Lebanese groups are the focus of this study. This will include both public and private sectors, giving government, healthcare, education, and financial enterprises diversity[9]. To gain a deeper knowledge of the effectiveness of leadership, research will also be conducted on men and women who collaborate closely with womanish leaders.

Intentional cutting will be used in the performers' names to represent a range of feminine leaders with varying backgrounds, experiences, and vocations. At least 100 women in leadership positions will be surveyed for the quantitative study, and 20 in-depth interviews with particular women leaders will be included in the qualitative portion. To evaluate these women's efficacy and leadership styles, ten interviews with men and women who work alongside or beneath them will be undertaken.



Figure 1. Depicts the Organizational Structure Female Section

C. Information Collection

Gathering Quantitative Data

To evaluate their leadership, women leaders in the Lebanese association will be given access to a structured check. Likert-scale and open-ended questions will be used to evaluate leadership styles, organizational performance, and perceived effectiveness[10]. There will be an evaluation of leadership abilities, including emotional intelligence, decision-making, and platoon management. Demographic information such as age, education, industry of diligence, and leadership experience will also be gathered through the check.

The Multifactor Leadership Questionnaire (MLQ) and Leadership Practices Inventory (LPI) will serve as the exam's foundations, but they will be modified to reflect the unique issues faced by women in Lebanon. The data from the check will demonstrate the differences in women's leadership effectiveness by organization and industry.

Getting Qualitative Information

Semi-structured qualitative interviews will be conducted with female leaders and associates. These interviews go into business culture, cultural norms, and gender inclinations[11]. The questions will center on problem-solving techniques, effective leadership, leadership gestures, and organizational performance. The interviews will also look at the differences between the leadership styles of men and women, as well as whether or not Lebanese organizations support or discourage them. All interviews will be videotaped and transcribed for research purposes with the performers' permission. The 45–60 minute interviews can be conducted in person or virtually, based on the interests and availability of each side.

D. Examination of Information

Measure and Evaluate

Descriptive statistics that have been predetermined will be used to examine cheque data. The leadership effectiveness scores and actor demographics will be summarised using descriptive statistics. Comparable to retrogression analysis, defensible statistics will look at how experience, size of the company, assiduity sector, and leadership styles affect effectiveness. Cross-tabulations will be performed to evaluate women's leadership across industries. This will assess whether female leaders are more likely to have organizational frameworks or to be diligent. Patterns and relationships that can be investigated in the qualitative stage will become apparent through quantitative analysis.

Analysing Qualitative Data

The qualitative interview data will be assessed by thematic analysis. This approach will link and replicate data themes and patterns to enhance comprehension of the unique issues faced by women leaders[12]. Thematic analysis will cover success techniques, leadership philosophies, organizational culture, and gender prejudice in the workplace. To identify trends and variations in gestures, each interview will be analyzed for important themes and contrasted with others.

Using this method, the researcher can capture both individual and group gestures and gain insight into how association members perceive effective leadership. The rich and detailed narratives of the qualitative analysis will help to understand the success of Lebanese organizational leadership and contextualize the statistics data.

E. Recall these principles

All aspects of the study will adhere to ethical principles. Actors will provide informed consent before the checks and interviews, attesting to their understanding of the purpose of the study as well as their rights to privacy and anonymity[13]. The data will be safe, and the actors are free to end the study at any moment. Because gender problems are delicate, the interviews with artists will take place in a secure and inquisitive environment.

F. Limitations

Though it could have drawbacks, the mixed-system method can provide detailed insights into the effectiveness of leadership. Sample size may have an impact on the results of qualitative interviews. The artistic viewpoint may also influence an artist's inclination to confront issues of gender inequality. The focus of this research is limited to Lebanese associations, which may not fully capture the experiences of female leaders in other Middle Eastern nations.

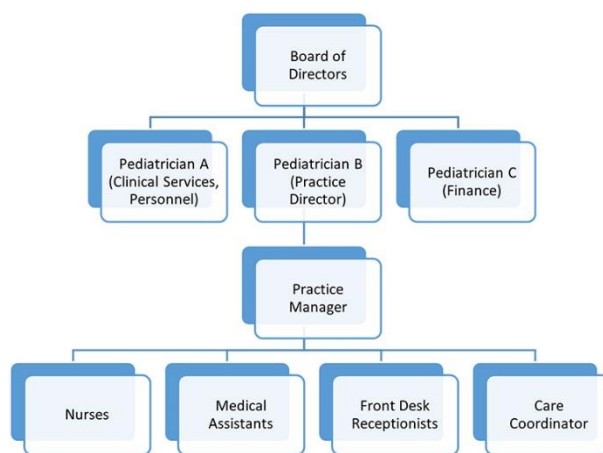


Figure 2. Depicts the Leadership and Organizational Chart

It is conceivable for bigger pediatric practices to establish an Executive Committee that is accountable for overseeing the Practice Manager in addition to the clinical and non-clinical support staff. This is something that can be done as shown in Figure 2. The authority to make decisions is evenly distributed among the members of this sort of structure, which is one of the many advantages that this kind of structure offers. Every pediatrician is assigned a management area to handle (for example, Finance, Clinical Services, or Marketing), and they also meet with the Board of Directors and the Practice

Manager. In addition, they are responsible for overseeing the activities of the practice. According to the decisions that were taken by the executive team, the Practice Manager is the individual who is accountable for managing the practice.

G. Concluding Remark

This approach aims to examine the efficacy of women's leadership in Lebanese organizations[14]. Through in-depth qualitative interviews and quantitative analyses, this study aims to capture the existential and measurable bounds of leadership. This research will shed light on the leadership styles of women in creative environments and provide recommendations for enhancing gender diversity and leadership in Lebanese organizations.

IV. RESULTS AND DISCUSSION

The study's findings obtained from surveys filled out in a range of Lebanese organizations provide crucial new insights into the effectiveness of female leadership within organizational frameworks. To evaluate the effectiveness of leadership in four key areas communication, conflict resolution, decision-making, and team motivation a Likert-scale questionnaire was used in the study.

Forming Choices

The results showed that 78% of participants thought that women in leadership roles were excellent decision-makers, especially in industries like healthcare and education. Sixty-five percent of participants said that women in leadership roles were collaborative and that, before making big decisions, they sought input from the group. In male-dominated industries like finance and construction, just 55% of respondents had this view; this difference may be the result of institutional restraints or social biases.

Communication

The effectiveness of communication was assessed highly; 85% of respondents said that female leaders had excellent interpersonal communication skills that promoted openness and transparency in the workplace. This is in line with past studies that show women are more likely to speak inclusively. Qualitative feedback indicated that women leaders in non-governmental organizations (NGOs) often fostered an atmosphere of empathy and careful listening, which aided in the success of the organization as a whole.

Handling Disagreements

According to 72% of respondents, women leaders are skilled at settling disputes. Survey respondents noted that because female leaders manage conflict with emotional intelligence and diplomacy, disagreements are often resolved more sustainably. It's interesting to notice that smaller companies demonstrated the importance of conflict resolution in particular, with female leaders interacting with their teams more directly.

Motivating a Group

The study found that 88% of respondents thought that female leaders were excellent at managing and inspiring diverse teams, indicating their high efficacy at inspiring teams. Women leaders were well-known for their revolutionary leadership theories that encouraged innovation and harmonious collaboration, particularly among those in the creative industries as shown in Table 1. However, a lower effectiveness score (68%) was observed in traditional industries, suggesting that specific organizational cultures may limit the motivational impact of female leaders.

Table 1. Depicts the effectiveness of female leadership in Lebanese organizations

Leadership Dimension	Percentage of Respondents	Key Insights
Decision-Making	78%	Female leaders are viewed as excellent decision-makers, particularly in healthcare and education. In male-dominated industries like finance and construction, only 55% of respondents hold this view, indicating potential institutional restraints or social biases.
Communication	85%	Female leaders are highly regarded for their interpersonal communication skills, promoting openness and transparency. This aligns with past studies showing women's inclusive communication style. Feedback

		suggests women leaders in NGOs foster an empathetic and attentive work environment.
Conflict Resolution	72%	Female leaders are perceived as skilled in managing conflicts with emotional intelligence and diplomacy, leading to sustainable resolutions. The effectiveness is noted especially in smaller organizations with direct team interactions.
Team Motivation	88%	Female leaders excel at inspiring and managing diverse teams, particularly in creative industries. Their transformational leadership style fosters innovation and collaboration. However, a lower effectiveness score of 68% in traditional industries suggests that organizational culture might impact their motivational effectiveness.

DISCUSS

The results demonstrate the effectiveness of Lebanese women in leadership positions in several key areas, chief among them being communication and team motivation. However, the discrepancy in effectiveness ratings across industries suggests that company culture and cultural norms continue to influence the perception of effective leaders.

These findings demonstrate how important it is to establish gender equality in sectors where men predominate, as systemic prejudices rather than actual leadership abilities may be the cause of the apparent discrepancy in leadership effectiveness in these fields. Since women leaders strongly emphasize emotional intelligence and transformational leadership styles, organizations have an opportunity to adopt more inclusive leadership models that leverage these strengths. Consequently, even while women in Lebanese organizational systems demonstrate excellent leadership effectiveness, targeted initiatives aimed at removing structural and cultural barriers may further improve their impact, especially in fields that have traditionally been dominated by men.

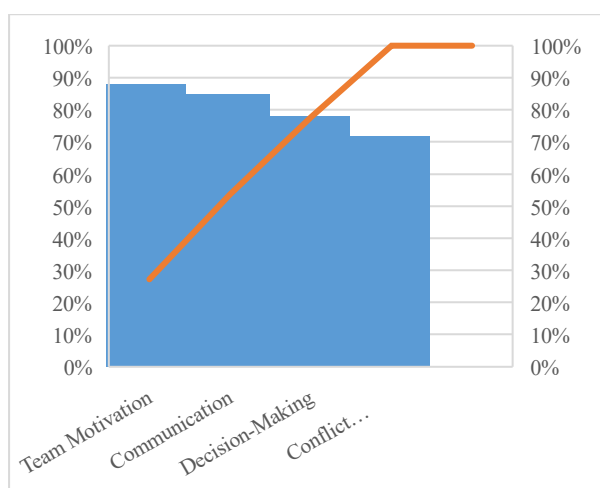


Figure 3. Depicts the Effectiveness of Female Leadership in Lebanese Organizations

When it comes to their capacity for decision-making, the majority of people (78%) think favorably of female leaders, especially those in the healthcare and education sectors as shown in Figure 3. Their collaborative attitude is reflected in their efficacy rating of 78%; whereas, in male-dominated fields like construction and banking, this rating is only 55%.

Communications (85%): 85% of respondents highlighted the effectiveness of female leaders in promoting openness and transparency, making them stand out in this regard. This finding is in line with earlier studies on women's inclusive communication styles, and additional qualitative information emphasizes the compassionate stance that women take in non-governmental organizations (NGOs).

Conflict Resolution (72%): According to 72% of respondents, female leaders are acknowledged for their emotional intelligence and diplomacy in handling conflicts. This is an especially impressive feat for female leaders. For the same

reason, its efficacy is more evident in smaller businesses than in larger ones where leaders have more direct interactions with their workforce.

An astounding 88% of respondents believe that female CEOs are very good at motivating and leading their teams. This level enables female leaders to inspire their staff members. Though their efficacy is marginally lower (68%) in traditional industries, their transformational leadership approach is especially well-known for stimulating innovation and teamwork. This implies that the motivational impact of organizational culture may have an increased effect on traditional industries.

V. CONCLUSIONS

In conclusion, the findings of this study provide an understanding of the unique obstacles and opportunities that are encountered by female leaders situated within the cultural and organizational contexts of Lebanon. There is still a significant amount of difficulty for women to rise into positions of leadership, even though there is a growing awareness of gender equality on a global basis. Even though there is some progress being made, this is the situation that we find ourselves in. Both traditional ways of thinking and organizational impediments are examples of the hurdles that must be overcome. The research investigates the strategies that female executives employ to successfully manage these difficulties, as well as the leadership styles that they employ and the influence that these styles have on the results that the organization achieves.

The investigation is carried out utilizing a mixed-method approach, which involves both interviews and surveys as part of its methodology. It is anticipated that the findings would give governments and organizations beneficial ideas that may be utilized in their efforts to improve gender diversity and leadership development. An occurrence of this kind is something that is expected to unfold. When it comes to the opportunities and challenges that women encounter when they are in positions of leadership, these findings will likely provide crucial insights into such obstacles and opportunities. The findings of this study highlight the importance of implementing structural reforms to improve gender equality in the workplace in Lebanon at present. To accomplish this, it serves as a contribution to the larger conversation that is now taking place about women who are in positions of authority.

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