



## The Role of Women's Leadership Capabilities on Organizational Performance and Sustainable Development Through Probing the Impacts of Cultural Psychology

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### Abstract

The undergone study intended to investigate the role of women's leadership capabilities on organizational performance and sustainable development through probing the impacts of cultural psychology. The research universe encompassed all the scientific articles published in women's leadership capabilities scope during the last decade. The sample enfolded 44 articles of the mentioned universe. The research imposed qualitative meta-synthesis approach. To collect data Sandelowski and Barroso framework (200) was applied. Firstly, all the scientific articles considering the related topics were specified, then all the data were extracted and coded as topics and themes. The results indicated that the women owned a considerable organizational leadership capabilities and the occupation of management positions by women not only improved the organizational performance but also caused positive promotion in organizational culture and sustainable development. Specially the impacts of cultural psychology on women's leadership capabilities and apprehension revealed the necessity of paying more attention to social and cultural restrictions. Hence all the research recommended that to enhance women's leadership capabilities and to improve the organizational performance, social and cultural structures needed to be changed radically.



## Extended abstract

**Introduction:** Empowering women in leadership within government organizations is a crucial factor for transformation and sustainable development, a topic of significant importance in today's world. According to United Nations reports (2021), only 25% of managerial positions globally are held by women, reflecting severe gender inequalities. In the Middle East and North Africa, this figure is even less than 10%. This inequality not only negatively affects organizational performance but also reflects on sustainable development. Meanwhile, cultural psychology is an important factor in understanding and shaping the behavior and performance of women in leadership circumstances. Cultural influences, such as social expectations and gender norms, could bring more serious challenges to women and prevent them from reaching leadership positions. The undergone study intended to investigate the role of women's leadership capabilities on organizational performance and sustainable development through probing the impacts of cultural psychology.

**Method:** The research universe encompassed all the scientific articles published in women's leadership capabilities scope during the last decade. The sample enfolded 44 articles of the mentioned universe. The research imposed qualitative meta-synthesis approach. To collect data Sandelowski and Barroso framework (200) was applied. Firstly, all the scientific articles considering the related topics were specified, then all the data were extracted and coded as topics and themes.

**Results:** The analysis of these studies identified three main themes regarding women's leadership roles: effective leadership style, cultural and social promotion, and influence on strategic decision-making within organizations. The results also indicated that the women owned a considerable organizational leadership capabilities and the occupation of management positions by women not only improved the organizational performance but also caused positive promotion in organizational culture and sustainable development. Specially the impacts of cultural psychology on women's leadership capabilities and apprehension revealed the necessity of paying more attention to social and cultural restrictions. Hence all the research recommended that to enhance women's leadership capabilities and to improve the organizational performance, social and cultural structures needed to be changed radically.

**Conclusions:** Cultural psychology plays an essential role in understanding the experiences of women in leadership and the cultural challenges faced by women not only affect their performance, but also intensify feelings of non-acceptance and inequality in the workplace. Identifying these challenges requires re-analysis with an emphasis on cultural psychology in order to identify existing obstacles and provide effective solutions. Therefore, empowering women not only requires structural changes in organizations, but also requires promoting a culture that allows women to be recognized as effective leaders. Identifying and analyzing the cultural obstacles that stand in the way of women's leadership becomes doubly important; because considering these obstacles, it is possible to learn and develop women's leadership skills and capabilities and provide effective solutions to promote their role in organizations. It could be concluded that the results indicated that with an increase in women holding managerial positions, improvements in



decision-making processes, innovation, and employee job satisfaction would be observed.

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