

# TRANSFORMATION OF WOMEN'S LEADERSHIP STYLES IN POST-PANDEMIC CRISIS RECOVERY

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## ABSTRACT

As we enter 2020, all countries in the world are being hit by a health threat crisis caused by the coronavirus. The virus has a major impact on various sectors of life. Therefore, responsive and fast leadership is needed to overcome the crisis that occurs. From the point of view of feminism and female leaders, in this case, female leaders are considered to be better and faster in dealing with the COVID-19 pandemic. This essay aims to analyze how the transformation of women's leadership styles in dealing with the COVID-19 pandemic and post-COVID-19 recovery. PRISMA's systematic literature review method was used in this study to produce relevant articles. By filtering based on key words, year of publication, and type of document, we found 20 relevant articles and used them for further analysis. The results show that female leaders tend to be transformational in handling all social aspects in the public sector and act at the forefront of reducing the risk of COVID-19. Other literature shows that countries with female leaders tend to value fewer things, work with agility, and show a reduced risk of death. In conclusion, after the COVID-19 pandemic, female leaders use a more feminine transformational leadership style because they are able to exert influence, especially during times of crisis, and because their character can be trusted more quickly in post-pandemic crisis conditions.

**Keywords:** Transformation, Women's Leadership, Post-Pandemic Crisis Recovery.

## 1. INTRODUCTION

The coronavirus that emerged in early 2020 caused various countries in the world to face emergencies that threaten health and have an impact on various parts of the life sector. The coronavirus, or what is known as COVID-19, is becoming a hot topic of conversation on a global scale because this problem has hit many countries in the world [1]. The COVID-19 virus pandemic has not only resulted in a crisis in the international health sector but has also threatened the dynamics of people's lives on a wide scale, from local, regional, and international levels. The high impact caused by the development of the COVID-19 virus not only presents multidimensional threats but also participates in proving the leadership capabilities of state leaders when dealing with and controlling the spread of COVID-19 efficiently [2].

COVID-19 has prompted various responses from governments around the world, where there is an urgent need for response policies and government decisions that require responsive leadership to overcome the crisis [3]. In connection with the current state of the COVID-19 pandemic, various alternative national policies initiated by each state leader have been tried and failed in order to break the chain of spread of the coronavirus. There is an

interesting phenomenon that can be found in the process of handling COVID-19 where the countries that have been assumed to be successful in handling this crisis are countries with a leading figure, namely a woman. Based on the United Nations Entity for the Equality of Gender and the Empowerment of Women (UN Women), which is the existence of the United Nations (UN) with a focus on the movement to empower girls and women, states in 21 countries around the world. In a world whose heads of state and government are mostly women, their leadership has been praised for their greater ability to effectively deal with the COVID-19 health crisis, such as figures holding the highest levels of government power in Slovakia, New Zealand, Iceland, Germany, Finland, Ethiopia, and Denmark, is being recognized for its responsiveness in preventing and dealing with the pandemic by means of compassionate and transparent communication. In countries such as Canada, Ethiopia, India, and Madagascar, women's medical and healthcare professionals are increasingly being found in leadership positions and leading in daily press conferences and public service announcements. Female mayors around the world, from Banjul (Gambia) to Barcelona (Spain), are very visible in responding to the pandemic and sharing their experiences on online forums [4]. Based on these facts, it does not mean that male leaders can not

successfully handle the COVID-19 pandemic crisis through their masculinity approach. In fact, by referring to gender-based approaches, both masculinity and feminist traits are seen in the policy forms displayed by female leaders [5].

Evidence from previous research on COVID-19 shows that countries with leaders run by a female leader are more successful in dealing with COVID-19. Globally, female leaders are handling the COVID-19 crisis better than their male colleagues, responding faster and communicating more effectively regarding pandemic strategies [6]. Women's leaders have fared better in the face of the COVID-19 pandemic. The findings show that policy preferences differ between men and women, which could lead to differing policy outcomes. In a pandemic, the function of female leadership is to see if and how women-led governments behave differently from male-led governments [7]. Mandatory stay-at-home orders, school closures, and organized public information efforts are all examples of this. This policy exemplifies steps done by various female leaders that have been hailed as highly effective by the media. Most countries around the world subsequently adopted these measures, but with substantial time differences [8].

Considering the nature of feminism and women's choices, women are thought to be better equipped to respond to the COVID-19 pandemic. Apart from the lack of role of women's interference in politics and the existence of stigma regarding women's characteristics, this is not a real limitation for them to take action to efficiently handle the spread of COVID-19. This happens because in critical conditions such as the coronavirus pandemic, which is a global crisis, women's representation is needed in the possibility of neglecting monitoring, developing and monitoring policies, setting budgets and plans for COVID-19, to the stage of economic recovery and health resilience in the future. In the future, when this often happens in governments that adhere to the principle of gender-balanced [5]. Furthermore, the success of a national leader can be judged by various parties from the perspective of the leader's gender. In fact, there is still a stigma against the characteristics of women, who are often considered unable to become leaders and make rational and logical decisions. According to numerous media outlets, female leaders around the world are "performing better" than men in dealing with the COVID-19 pandemic [2]. The available evidence can break the notion and conception of a masculine and strong form of leadership in the political realm, which is always associated with a male figure. Furthermore, perceptions and facts regarding the effectiveness of handling the COVID-19 virus crisis with women's leadership styles have actually been observed in research conducted by Supriya Garikipati and Uma Kambhampati in 194 countries in the world, which states that nations and countries are governed by women

leaders. This can be more significant and systematic in dealing with COVID-19 due to the support of proactive characteristics in the policies it adopts [9].

The level of effectiveness in dealing with the pandemic crisis carried out by female leadership figures can be chosen from several elements, namely, community response, communication style, and leadership style. The type of policy targeted can be observed based on the character of the decisions, regulations, actions, and policies that are realized as the first basis for dealing with the pandemic crisis within their respective countries. Number two, namely, the communication style that emanates from the way female leaders use certain methods or methods that have an intrapersonal nature in dealing with the community within, responding, delivering messages, and giving other appeals in a public space. Then, the type of leadership can be known from the way of thinking, policies issued, behavioral attitudes, and capabilities to control, which influence how leaders make decisions. Finally, namely, the satisfaction and response of the community to leadership and policies that determine the effectiveness of implementation [3], [5], [10], [11].

A woman's leadership style has certain characteristics that are usually identical to feminist values and ethics and can be understood through actions such as interpersonal and emotional attachment; for example, humanity, inclusiveness, caring, and empathy. However, in fact, feminine values are assumed to be women's weakest points and are used as weapons to demean women in the political sphere, which tends to be dominated by "masculinity values" [12]. On the other hand, various press publications that are popular at this time actually suggest that modern organizations need a "feminine" type of leadership, which is an advantage over female leaders. This happens because women's leadership is seen as more able to imitate a collaborative style that is in line with values in feminism, while male leadership tends to lead to action in the form of command-and-control and an emphasis on power [13], [14].

Women's leaders are seen as having the capability to communicate, provide feedback, and can be a place to accommodate aspirations and good ideas in their organizations. In this field, a female figure is considered to have more advantages in the realm of people, skills, or skills related to awareness of others; listening skills; being kind; and the ability to have more efficient and effective interactions with members. Problems arise where handling during a pandemic requires a more responsive leadership style to minimize problems that can occur due to a pandemic, while in the post-pandemic period, leadership is focused on recovering from crisis conditions. In response to this issue, the researchers will conduct a study to examine the transformation of

women's leadership styles in managing the response and recovery following the COVID-19 pandemic.

Theoretically, research on women's leadership styles may have been widely discussed. But what is new in this research is that the author analyzes a systematic literature review approach to the PRISMA method by tracing several articles that have been published in Science Direct and Proquest from 2020 as the beginning of the pandemic until 2022. Post the COVID-19 pandemic by using the keywords "transformation, women's leadership, and post-pandemic crisis recovery." From the results of the articles obtained, they will be analyzed further to answer research questions so that the novelty of this research will be created.

## 2. METHOD

A systematic literature review is used in this study. The systematic literature review includes descriptions of theories, findings, and other research materials gleaned from reference materials that will serve as the foundation for ongoing and systematic research activities. The systematic review will then be directed to take an overview and develop a clear framework of thinking about solving the problems described previously in the problem formulation [15]. A systematic literature review includes reviews, summaries, and the author's thoughts on various library sources (which can be publications, books, slides, internet information, etc.) obtained through the following article search stages:

### 2.1. Search strategy

The method used in this review follows the PRISMA guidelines, namely a method for identifying, selecting, assessing, and synthesizing studies [16], [17]. The literature search was carried out through an electronic database. The databases used are Science Direct and Proquest, because these databases also cover a lot of social and political science. Researchers also look for references to additional studies in selected publications. (For the complete search suite, see Figure 1).

### 2.2. Criteria for study inclusion

In this study, the inclusion criteria were applied by restricting the search to studies published between January 2020 and March 2022. This timeframe corresponds with the problems, specifically during the COVID-19 pandemic crisis period, which began in 2020, the world experienced a global crisis. The main concern is the transformation of women's leadership styles in post-pandemic crisis recovery. Studies published in

international journals, studies written in English, and publications involving studies from multiple countries were also considered. While reports developed by governments and other authorities may also be sources for this review, we decided to focus on publications in well-regarded journal articles to find the most reliable sources, the majority of which are the result of academic-based research from independent institutions and researchers at major educational institutions.

**Table 1.** The search string used to find relevant citations.

<i>Issues</i>	<i>women's OR female leadership</i>
<i>Comparison</i>	-
<i>Intervention</i>	<i>Transformation</i>
<i>Outcome</i>	<i>post-pandemic crisis recovery</i>
<i>Study layout</i>	<i>all types of research journals</i>
<i>Articles Published</i>	2020-2022

### 2.3. Data extraction

The following categories were used by researchers to categorize each study: title, author, publication date, country, study design, study population, and study results. The publications were then grouped according to the transformation of women's leadership styles in post-pandemic crisis recovery in order to be able to summarize the women's leadership styles from the journals' obtained quantitative data.

### 2.4. Search results

Search results with keywords We obtained 442 studies from the Science Direct database, as many as 174 studies, and inquiries into as many as 248 articles. Then screening was carried out of 442 studies covering the years of publication of Study 3 from 2020 to 2022, English-language journals, the results of research and literature reviews according to the theme, obtaining 112 studies that met the criteria, namely in the Science Direct database, 74 studies and 38 articles. Then the researcher re-filtered the complete study, and found 86 studies in the Science Direct database, 53 studies, and inquiries into as many as 33 articles. The researchers selected 20 full-text publications for further review. Twenty of the retrieved publications met all of the inclusion criteria (see PRISMA diagram, Fig. 1).

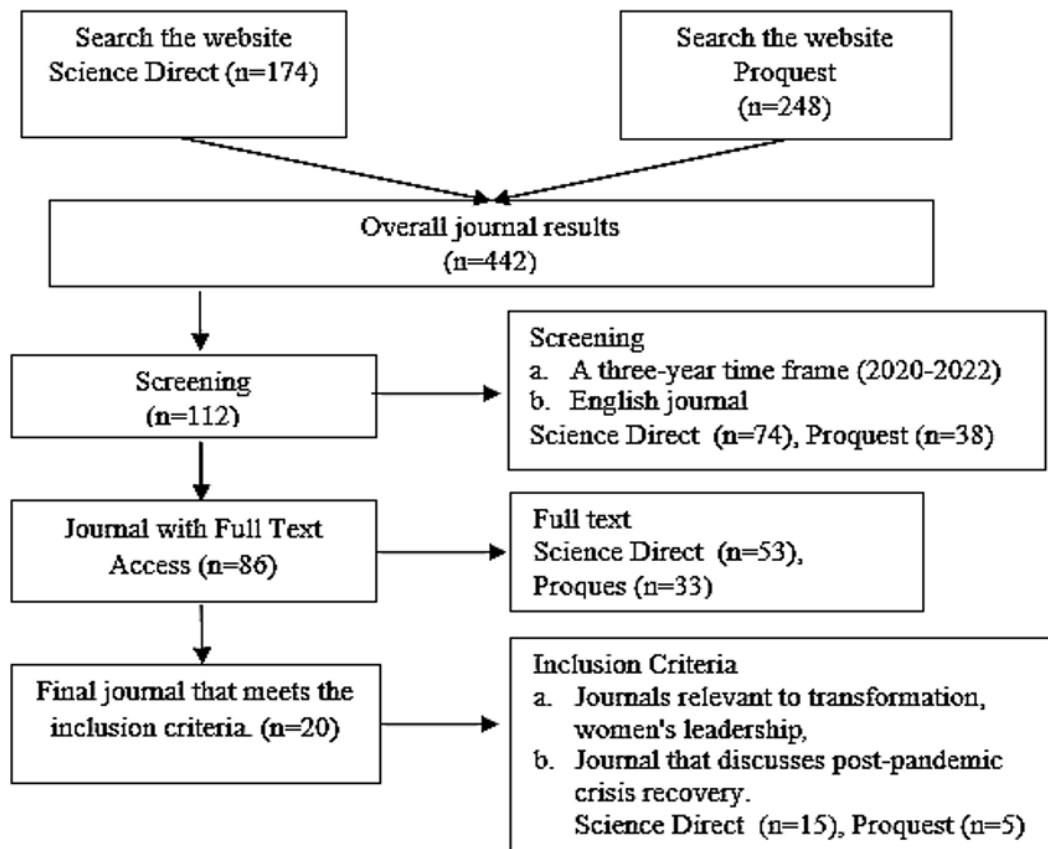


Fig. 1. Flowchart for PRISMA search.

### 3. RESULTS AND DISCUSSION

The pandemic caused by the coronavirus 2019 (COVID-19) has impacted many sectors, causing crises in various areas of life. Seeing these problems, an effective leader is needed during pandemic times with the appropriate leadership style to overcome the pandemic situation. A leadership style is a way that leaders interact with their subordinates or a pattern of behavior (statements and actions) that is perceived by others. Countries ruled by female leaders have proven to be more effective and responsive in handling the COVID-19 pandemic. Women's leadership styles that have feminine or masculine characteristics are recognized as playing an important role in the transformation of leadership styles. Female leaders tend to be more relationship-oriented and place more emphasis on facilitating interaction. The leadership role of women during the pandemic and post-pandemic then transforms according to what is needed to become effective leaders during the pandemic. During the pandemic, women's leadership styles were more likely to use a transformational leadership style that communicates vision more and relies on expertise, charisma, and interpersonal skills. Meanwhile, after the pandemic, feminine traits, such as caring, sincerity, and protection, have an impact on policies that focus on aspects of health, security, and public education related to post-pandemic recovery.

The articles selected with the range from 2020 to 2022 obtained the most articles in 2021 with as many as 11 articles, in 2020 with as many as 8 articles, and in 2022 with as many as 1 article. The results are shown in the graph below:

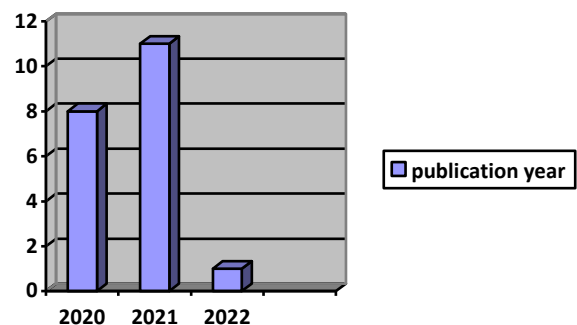


Fig. 2. Articles by year of publication

Based on the results of a review of 20 articles that described the leadership style of female leaders in dealing with crisis situations due to the COVID-19 pandemic, it was considered better and able to overcome pandemic events as indicated by lower mortality data in countries led by women. [18], [19]. Several studies have found that female leaders outperform male leaders when it comes to global policy issues [20]. This can be seen from the decision of female leaders to prevent early by locking in

early so that their citizens experience half of the average deaths as led by men [21].

In relation to COVID-19, the overall female leadership style has a distinctively female perspective [22]. First, female leaders at the start of the COVID-19 pandemic demonstrated the rapid adoption of public health measures, which resulted in a low mortality rate [23]. Female leaders were more successful in restricting the dynamics of the pandemic in the early stages, prioritizing public health over economic considerations, and gaining the hearts of the community so that collaboration happened. Furthermore, almost all countries headed by women also have a stronger desire for social equality, generosity, and human needs [9], [24], [25].

Seeing the leadership carried out during the COVID-19 pandemic in relation to the type of female leadership style that has transformational characteristics and determining strategies by using actions aimed at preventing the pandemic crisis through enacting clear decisions before the coronavirus becomes widespread, for example, by implementing early lockdown, closing borders, and implementing a four-level COVID-19 warning system scheme, by assessing the high infection capacity and risk of the virus. Female leaders when determining a policy are more likely to avoid the risks that will occur, which will result in them being more inclined to act quickly than having to bear the responsibilities of the health risks of their community [26]. The form of transformational leaders can be observed based on the communication skills of female leaders who are seen as easy to understand by the community and full of love, so that they can become more secure and calm when they are hit by situations such as a pandemic. This is what causes, during this pandemic crisis, the function of a woman's leadership to become the main focus of various policies and decisions in dealing with COVID-19 [6], [27].

The review article's findings show that during a crisis, leaders must overcome fear, assign responsibilities and goals to individuals, and emphasize experimentation, learning, and self-care. During the COVID-19 pandemic, a survey of leaders in this crisis leadership function revealed significant differences in the behaviors of emerging and more experienced leaders in acknowledging fear and providing reassurance, managing individual health and serving as role models of good self-care, and encouraging others to practice good self-care [28].

Leadership style has emerged as a key factor in determining a country's ability to withstand dissipation and recover. Women's leaders have effectively surmounted pandemic-related disasters, not just because of their natural capacity to develop relationships, strengthen communities, and "tune in" to people's concerns. The approach of female leaders to people and experts was also very important in their skills. The ability

of female leaders to listen to professional advice and the requirements of specific populations has affected the success of virus-eradication efforts [29]. An important point can be made that this form of transformational leadership is a process where a person connects with other people who then create relationships to develop morality and motivation through increasing interest, observing individual needs and emotions or feelings of members to develop and grow themselves to achieve goals and exceed their interests. alone. This is in accordance with the transformational leadership style demonstrated through the capability to bring about drastic changes. Transformational leaders have the capability to lead changes in institutional strategy, vision, and culture and promote innovation in technology and products. Female leaders have empathy, can listen quickly, are willing to collaborate without objection, and are more considerate. The way of transformational leaders is by paying attention to the needs of individual development and growth, intellectual stimulation, and guiding members to stand on their own to achieve common goals. Transformational leaders will occur when leadership figures increase and expand employee willingness, accept group goals or missions, generate awareness, and act to prioritize group interests over their own individual interests [30].

The way women leaders establish steps through action in the framework of preventive in order to defeat the pandemic is why their leadership styles tend to be transformational during a pandemic. This can be seen through the implementation of firm policy decisions before the coronavirus spreads widely, for example, such as imposing an early lockdown, closing borders, and implementing a four-level COVID-19 warning system scheme carried out by female leaders in assessing the level of danger of infection. virus. This can be done because, in making decisions or policies, female leaders tend to avoid the risks that occur and prefer to act swiftly and effectively rather than endanger the health of the community. Full of love so that people will feel more secure, comfortable, and calm in the midst of a pandemic situation [31], [32].

After the post-health crisis, the COVID-19 virus had a very big impact on life, especially in the economic, community, and business sectors. Therefore, in order to adapt to the impacts that occur, we must have a modern performance system in order to respond to possible changes in the long term, opportunities, and challenges that may occur after the pandemic crisis, especially changes in the economic crisis, disease, education, health care, consumption habits, and the future of work and the dynamics of life as a whole [33], [34].

Women's leadership then returned to more empathy and concern for the impact that occurred more to the feminine leadership style. In this field, leaders of the female gender

have certain characteristics that tend to be unique to the values and ethics of feminism and can be understood by actions such as interpersonal and emotional relationships; for example, humanity, empathy, inclusiveness, and caring. Caring, nurturing, and sincerity are forms of feminist traits, which have an influence on policies and decisions with focused aspects such as security, education, and public health in the post-pandemic period [35].

Initially, during a pandemic, female leaders conducted firm, clear, and open public communication, explaining the reasons for selecting a pandemic handling step and providing a quick response in the early days of the outbreak [36]. When a post-pandemic impacts on various aspects of life, so that this style of transformation is more directed towards feminine traits, such as attention, care, and protection, which has an impact on policies that focus on aspects of health, security, and public education related to post-pandemic.

#### 4. CONCLUSION

Female leaders tended to use transformational leadership styles at the beginning of the COVID-19 pandemic because they were more responsive to overcoming the crisis and preventing worse conditions during the pandemic, while after the COVID-19 pandemic towards recovery, women used a more feminine transformational leadership style. those of a caring, sincere, and nurturing nature that have an impact on policies focusing on aspects of health, security, and public education related to the post-pandemic.

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