

-RESEARCH ARTICLE-

FOCUSING ON DETERMINANTS OF FEMALES LEADER DEVELOPMENT IN PERÚ: THE ROLES OF MENTORING AND WORK-LIFE BALANCE

Manuel Antonio Cardoza Sernaqué

Universidad Tecnológica del Perú

Email: e20185@utp.edu.pe

ORCID: <https://orcid.org/0000-0001-6738-0683>

Rivas Mendoza Milagros

Universidad Tecnológica del Perú

Email: c23212@utp.edu.pe

ORCID: <https://orcid.org/0000-0002-8539-3610>

Sofía Emilce Belleza Torrejón

Universidad Tecnológica del Perú

Email: c21877@utp.edu.pe

ORCID: <https://orcid.org/0000-0002-0700-9628>

Luis Chauca Huete

Universidad Tecnológica del Perú

Email: jchauca@utp.edu.pe

ORCID: <https://orcid.org/0000-0002-5858-4681>

Henry Alberto Chero Valdivieso

Universidad César Vallejo

Email: hacheroc@ucvvirtual.edu.pe

ORCID: <https://orcid.org/0000-0002-3179-2958>

Aurelia Zavala Palacios

Universidad Nacional de Piura

Email: azavalap@unp.edu.pe

ORCID: <https://orcid.org/0009-0001-7870-6009>

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—Abstract—

In the context of Peru, the advancement of gender equality necessitates a comprehensive understanding of the determinants influencing the progression of female leaders. The provision of guidance and support through mentoring programs emerges as a pivotal aspect, while achieving equilibrium between professional commitments and personal life assumes paramount importance for the sustained professional evolution of women. A meticulous examination of these components can elucidate strategies conducive to the elevation of women into leadership roles, thereby fostering inclusivity and broader societal progress. Consequently, the principal objective of this scholarly inquiry is to scrutinize the development of female leaders in Perú. The investigation seeks to discern the impact of entrepreneurial leadership, entrepreneurial self-efficacy, digital leadership, and entrepreneurship orientation on the advancement of female leaders in the Perui context. Employing a quantitative methodology, positivism research philosophy, and deductive reasoning, the study selected the survey strategy, involving the distribution of questionnaires among female entrepreneurs in Peru. The outcomes revealed the substantial influence of entrepreneurial leadership, entrepreneurial self-efficacy, digital leadership, and entrepreneurship orientation on the development of female leaders. Nonetheless, the effective implementation of supportive regulations may encounter impediments due to institutional barriers inherent in governmental entities and organizations.

Keywords: Entrepreneurial Leadership; Female Leader's Development, Digital Leadership, Mentoring Programs, Peru.

1. INTRODUCTION

Female leadership is characterized by the proclivity to foster encouragement, motivation, and the equitable dissemination of information, knowledge, and authority within the led group. Throughout history, female leadership has confronted substantial degradation primarily attributed to religious and tribal constraints. Nevertheless, in recent decades, women have undergone a notable transformation in their access to educational opportunities and participation across diverse domains. This paradigm shift underscores the critical significance of advancing the development of female leaders in various sectors (Wolfe, 2021). The historical trajectory of female leadership in Peru has been marked by formidable challenges, particularly in the aftermath of the 1991 Gulf War. The economic ramifications ensuing from United Nations sanctions have exerted a pronounced impact on the status of women in Peru. Notably, women continue to be conspicuously underrepresented across various professional domains within the Perui context (Alwan et al., 2021). Nevertheless, in recent decades, the United Nations Development Program (UNDP) has undertaken a series of transformative initiatives aimed at elevating the status of women and girls in Peru. Recognizing the commendable leadership qualities exhibited by Perui females, the UNDP underscores the imperative of affording them

comprehensive access to fundamental educational rights and opportunities. This strategic approach seeks to cultivate the development of female leaders within the Peruvian context. In the contemporary era, it is incumbent upon any nation to engage in the dual pursuit of economic and social development (Metcalf & Murfin, 2011). The extent of female involvement in political, employment, and other economic spheres in Peru has undergone significant transformations from the 1990s-2022 (Iman et al., 2022).

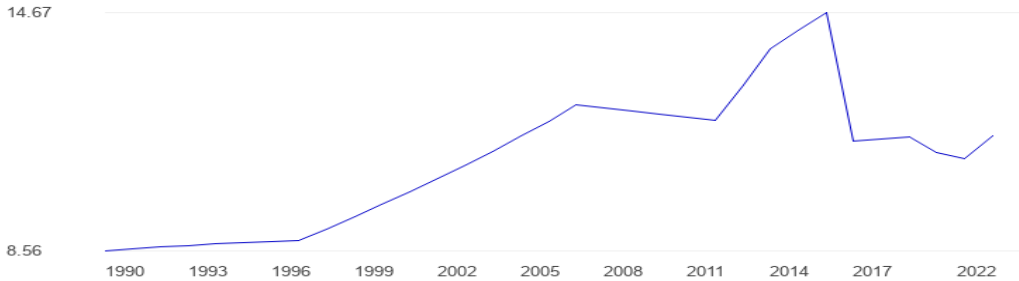


Figure 1: Graph representing the female labour force in Peru (1990 – 2022).

Source: theglobaleconomy.com

The efficacy and productivity of female leaders' development have been discerned across various sectors. Notably, female leaders have demonstrated the capacity to fortify group identities (Offermann et al., 2020). According to the study of Hsu et al. (2021) allocating resources to the development of female leadership yields superior outcomes for both social and economic advancement. Characterized by a transformative leadership style, female leadership instigates positive changes, thereby contributing significantly to value creation, enhancing equity, and fostering economic development through the cultivation of female leaders (Bodla et al., 2023).

The primary aim of this research is to investigate the developmental trajectory of female leaders in Peru. The study seeks to discern the influence of entrepreneurial leadership, entrepreneurial self-efficacy, digital leadership, and entrepreneurship orientation on the progression of female leaders in the Peruvian context. Additionally, the research endeavours to explore the mediating impact of mentoring programs on the development of female leadership in Peru. Furthermore, the study undertakes an analysis of the moderating role played by work-life balance in the relationship between mentoring programs and the development of female leader.

Derived from the aforementioned research objectives, the subsequent inquiries serve as the research questions for this study:

RQ1. *What is the influence of entrepreneurial leadership and self-efficacy on the development of female leaders?*

RQ2. *In what manner does entrepreneurship orientation contribute to the development of female leaders?*

RQ3. *To what extent do mentoring programs mediate the relationships between entrepreneurial leadership, entrepreneurial self-efficacy, digital leadership, entrepreneurship orientation, and the development of female leaders?*

RQ4. *How does work-life balance serve as a moderating factor between mentoring programs and the development of female leaders?*

This study accentuates the significance of fostering the development of female leaders in Peru. Additionally, it sheds light on the obstacles confronted by female leadership in the Peruvian context and deliberates on viable solutions that can substantively contribute to the advancement of female leaders in Peru.

2. LITERATURE REVIEW

2.1. Theoretical Framework

In 1939, Kurt Lewin conducted a study that delineated fundamental styles of leadership. He postulated a leadership theory positing that the most effective leader is one who can tailor their approach to the situation by discerning cues such as the type of task, characteristics of individuals involved, the environmental context, and other pertinent factors influencing task completion (Zuo et al., 2022). This leadership theory, with its broad scope encompassing fundamental styles of leadership, holds relevance to the development of female leaders and entrepreneurial leadership. Lewin's theoretical framework provides comprehensive insights into key leadership styles and imparts valuable knowledge on the attributes of a successful leader. Moreover, empirical studies emphasize certain leadership qualities, including the importance of empathy and prioritizing the interests of others. Given the inherent empathic and nurturing nature of women, they are posited to exhibit effectiveness in leadership roles (Zhang & Liu, 2020).

2.1.1. Entrepreneurial leadership and female leader's development

Leadership constitutes a responsibility of considerable magnitude, demanding vigilance, decisive actions, and a commitment to continuous growth and advancement. Entrepreneurial leadership, in particular, entails the implementation of requisite measures to position one's industry at the forefront, with a noteworthy emphasis on embracing risk as an integral element in this pursuit (Mahmood et al., 2023). According to the study of Aparisi-Torrijo and Ribes-Giner (2022) entrepreneurial leadership exhibits a direct correlation with the development of female leaders. The influence of entrepreneurial leadership on the development of female leaders is particularly pronounced in the contemporary landscape characterized by a global emphasis on gender equity. The progression of female leaders is intricately tied to their entrepreneurial leadership competencies, wherein the ability to make bold, risk-taking decisions in the entrepreneurial realm plays a pivotal role in successful leadership and decision-making (Aparisi-Torrijo & Ribes-Giner, 2022).

H1: *The impact of entrepreneurial leadership on the female leader's development is significant.*

2.1.2. Entrepreneurial self-efficacy and female leader's development

Examining personal characteristics is significant when evaluating their influence on the development of female leaders. Entrepreneurial self-efficacy, in this context, pertains to the self-assurance regarding one's innate abilities and effectiveness in entrepreneurial pursuits. In simpler terms, it denotes confidence in one's entrepreneurial leadership skills (Mozahem & Adlouni, 2021). According to the study of Elliott et al. (2020) there exists a positive correlation between entrepreneurial self-efficacy (ESE) and the development of female leaders. Entrepreneurial self-efficacy serves as a metric for assessing an individual's capacity and contributes to its enhancement over time. When a female leader possesses a clear understanding of her entrepreneurial self-efficacy, ambiguity regarding her project and task completion capabilities diminishes. This clarity propels further development as she adeptly addresses her areas of weakness, evolving into a proficient and successful leader (Chellappan & Muthuveloo, 2022).

H2: *The impact of entrepreneurial self-efficacy on the female leader's development is significant.*

2.1.3. Digital Leadership and Female Leader's Development

Digital leadership entails the utilization of digital technology to achieve outcomes that are both effective and productive (de Araujo et al., 2021). Farhan (2022) asserted that digital leadership exerts a significant impact on the development of female leaders. However, the landscape of digital leadership presents challenges for female leaders, as prevalent narratives on social media often associate entrepreneurial and business leadership predominantly with men. Addressing this, there is an urgent necessity for heightened awareness among female entrepreneurs to actively engage in mainstream social media platforms, thereby reshaping prevailing perceptions about leadership. This entails dispelling the misconception that leadership is exclusively linked to men and effectively communicating the value of female leadership. Digital leadership, being a pivotal component for personal development, is equally crucial for the advancement of female leaders. Nevertheless, their development is impeded by a deficiency in training and digital literacy (Xia et al., 2023).

H3: *The impact of digital leadership on the female leader's development is significant.*

2.1.4. Entrepreneurship Orientation and Female Leader's Development

Entrepreneurship orientation (EO) encompasses organizational processes, task completion techniques, and decision-making styles. Business experts emphasize autonomy, pro-activeness, risk-taking, innovativeness, and competitive aggressiveness as the key components of EO. Organizations assess their EO status when undertaking new initiatives or aiming to outperform competitors. Effective design and enhancement

of EO enable organizations to capitalize on opportunities and surpass competitors in the market (Anderson & López, 2017). According to the study of Hernández-Linares et al. (2023) entrepreneurship orientation significantly impacts female leaders' development. Female entrepreneurs should prioritize enhancing entrepreneurship orientation for market success, profitability, and positive employee relations, fostering continuous leadership skill development (Hernández-Linares et al., 2023).

H4: *The impact of entrepreneurship orientation on the female leader's development is significant.*

2.1.5. The Mediating role of mentoring programs

Mentoring programs, encompassing workshops, seminars, and training groups, consistently prove efficacious for growth and development. Active participation in these constructive spaces facilitates the augmentation of skills for female leaders, concurrently fostering their development as entrepreneurs and organizational leaders (Grocutt et al., 2022). Mentoring programs serve as mediators between Entrepreneurial leadership, Entrepreneurial self-efficacy, digital leadership, Entrepreneurship orientation, and their influence on female leader development. Expert-led knowledge dissemination during these programs significantly aids females in enhancing their leadership skills (Afandi, 2021). Through mentoring programs, individuals acquire novel techniques and decision-making styles, obtaining the essential knowledge to ascend their career trajectory. These programs empower participants to adeptly surmount workplace challenges, preparing them to navigate market trends and outperform competitors. The induction of entrepreneurship orientation and digital leadership skills in these mentoring initiatives contributes to the development of their leadership abilities. Entrepreneurial leadership and entrepreneurial self-efficacy are also emphasized in these programs to further facilitate the development of female leaders (Hastings et al., 2021).

H5: *The mediating role of mentoring programs between entrepreneurial leadership and female leader's development is significant.*

H6: *The mediating role of mentoring programs between entrepreneurial self-efficacy and female leader's development is significant.*

H7: *The mediating role of mentoring programs between digital leadership and female leader's development is significant.*

H8: *The mediating role of mentoring programs between entrepreneurship orientation and female leader's development is significant.*

2.1.6. Moderating role of work-life balance between mentoring programs and female leader's development

Achieving work-life balance is essential for the integration of working women into society. However, in many countries, adequate support for women in this aspect is

lacking. The cultivation of work-life balance plays a crucial role in the development of female leaders. Companies should exhibit greater flexibility and formulate strategies that assist women in maintaining work-life balance, thereby facilitating their excellence in their professional endeavours (Haider & Dasti, 2022). Women must not disregard their responsibilities as mothers and wives; rather, they should strive to achieve equilibrium between their domestic and professional spheres. In alignment with this goal, mentoring programs place emphasis on educating females about work-life balance and elucidate how maintaining such equilibrium contributes to the development of their leadership skills (Bahrami et al., 2022).

H9: *The moderating role of work-life balance between mentoring programs and female leader's development is significant.*

The conceptual framework underpinning the aforementioned discourse is delineated in Figure 1.

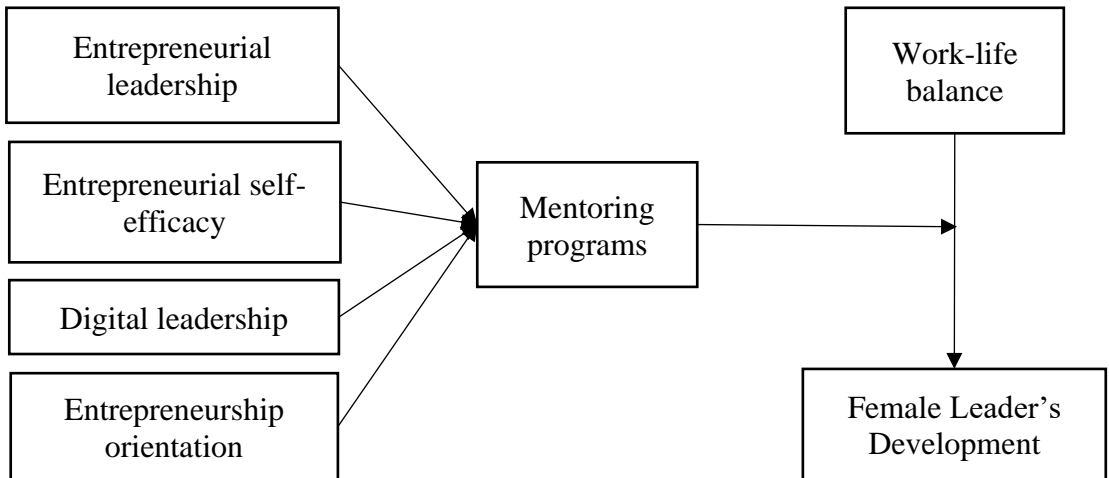


Figure 1: Conceptual Framework.

3. Method

3. RESEARCH DESIGN

The current study seeks to evaluate the development of female leaders by examining the influence of entrepreneurial leadership, entrepreneurial self-efficacy, digital leadership, and entrepreneurial orientation. Given the research objective of investigating causal relationships among variables, a "quantitative research design" will be employed for the study (Watson et al., 2018). Moreover, the researcher will apply a positivist research philosophy, employing deductive reasoning (Park & Pierce, 2020). Additionally, this study endeavours to procure numerical outcomes derived from figures and numerical values, rendering it of a quantitative nature.

3.2. Data Collection

This study will employ a survey strategy, involving the distribution of questionnaires among female entrepreneurs in Peru. The questionnaire comprises three sections. The initial section will provide a concise overview of the research purpose, aims, and objectives. The second section will inquire about the demographic attributes of the respondents, while the third section will contain questions pertaining to each variable's respective items. Responses will be collected using a five-point Likert scale. To address normality constraints, the researcher will employ purposive sampling and distribute 350-400 questionnaires among the targeted audience.

3.3. Data Analysis

The data will undergo analysis using SPSS and AMOS. Several tests pertaining to data normality and adequacy will be conducted, with the researcher verifying data normality through the KMO & Bartlett test. Additionally, a factor loadings test will be executed, and model fitness will be evaluated through confirmatory factor analysis. To scrutinize the hypothesized associations among variables, structural equation modelling will be employed. This comprehensive approach will constitute the methodology for data analysis.

3.4. Measurement of Variables

The current investigation will encompass five variables, each of which will be assessed using a five-point Likert scale, as outlined in [Table 1](#).

Variable Name	Number of Items	Source
Entrepreneurial Leadership	5 items	(Nguyen et al., 2021)
Entrepreneurial Orientation	4 items	(Tukamuhabwa & Namagembe, 2023)
Entrepreneurial Self-Efficacy	4 items	(Li et al., 2020)
Digital Leadership	6 items	(Shin et al., 2023)
Mentoring Programs	8 items	(Scandura & Graen, 1984)
Work Life Balance	3 items	(Rashmi & Kataria, 2023)
Female Leader's development	11 items	(Arvey et al., 2007)

4. FINDINGS AND ANALYSIS

4.1. Data Screening and Normality

The frequency test was employed to identify any outliers with high or low values in the dataset. The results indicated the absence of values beyond the established upper and lower bounds. Subsequently, the rectification of any missing values was conducted,

aligning with the response trends observed in other items. Descriptive analysis yielded mean values for the constructs, all of which surpassed 3. The assessment of data normality utilized the skewness test, with a normality threshold range of -1 to +1. All computed skewness values fell within this range, confirming the normal distribution of the collected data as shown in [Table 2](#).

Table 2: The Descriptive Analysis Results.

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
WLB	327	1.00	5.00	3.7095	1.28896	-.561	.135
MP	327	1.00	5.00	3.7141	1.28212	-.577	.135
FLD	327	1.00	5.00	3.7453	1.11877	-.544	.135
EL	327	1.00	5.00	3.4134	1.29625	-.248	.135
DL	327	1.00	8.83	3.6152	1.12842	-.033	.135
EO	327	1.00	5.00	3.8647	1.21209	-.824	.135
EESF	327	1.00	5.00	3.4144	1.28447	-.294	.135
Valid N (listwise)	327						

4.2. Sphericity and Sampling Adequacy

The KMO test was conducted to assess the adequacy of the targeted population for analysis. The threshold criterion for this test is 0.8 or above, and the results presented in the [Table 3](#) indicate that the determined sample size is deemed appropriate for the model. Furthermore, Bartlett's test was executed to examine the redundancy of the data, and the significance value of .000 underscores the abundance of data available for computation in this study.

Table 3: KMO and Bartlett's Test.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.955
Bartlett's Test of Sphericity	Approx. Chi-Square	25248.189
	df	820
	Sig.	.000

4.3. Factor Analysis

Rotated component analysis was executed, and exploratory factor analysis was conducted to evaluate the data quality concerning their parent variables. All values were compared against a benchmark value of 0.7, and each value exceeded 0.7, signifying that the items exhibited favourable factor loadings as depicted in [Table 4](#).

Table 4: The Factor Loadings of The Items.

	Component						
	1	2	3	4	5	6	7
DL1				.712			
DL2				.640			
DL3				.636			
DL4				.643			
DL5				.598			
DL6				.713			
MP1		.858					
MP2		.856					
MP3		.862					
MP4		.852					
MP5		.861					
MP6		.856					
MP7		.857					
MP8		.862					
EL1			.869				
EL2			.826				
EL3			.835				
EL4			.876				
EL5			.877				
EO1						.799	
EO2						.803	
EO3						.808	
EO4						.821	
EESC1					.795		
EESC2					.822		
EESC3					.837		
EESC4					.816		
WLB1							.871
WLB2							.893
WLB3							.872
FLD1	.842						
FLD2	.796						
FLD3	.831						
FLD4	.841						
FLD5	.809						
FLD6	.779						
FLD7	.806						
FLD8	.858						
FLD9	.811						
FLD10	.814						
FLD11	.874						

4.4. Reliability and Validity

The study computed reliability along with discriminant and convergent validity. Convergent validity was assessed through AVE, with a benchmark value of 0.5, while reliability was gauged using the composite reliability indicator, set at a threshold range of 0.7. The ensuing results demonstrated that the data exhibited commendable validity and reliability as shown in [Table 5](#).

Table 5: The Reliability and Validity.

	CR	AVE	MSV	MaxR(H)	FLDV	MPG	ELD	DLD	ESEF	EON	WLBL
FLDV	0.978	0.800	0.498	0.980	0.894						
MPG	0.997	0.979	0.448	0.998	0.559***	0.990					
ELD	0.982	0.917	0.325	0.988	0.529***	0.566***	0.958				
DLD	0.912	0.642	0.498	0.958	0.706***	0.646***	0.528***	0.801			
ESEF	0.966	0.877	0.448	0.967	0.546***	0.669***	0.464***	0.518***	0.937		
EON	0.992	0.967	0.420	0.994	0.551***	0.648***	0.570***	0.576***	0.484***	0.984	
WLBL	0.950	0.864	0.305	0.955	0.360***	0.491***	0.398***	0.429***	0.302***	0.552***	0.929

4.5. The Model Fit Measures

Various model fit indicators were computed, and the CFA test was conducted to evaluate the fitness of the proposed model. The outcomes are delineated in the [Table 6](#). Additionally, [Figure 4.1](#) illustrates the graphical representation of the CFA.

Table 6: The Model Fit Measures.

Measure	Estimate	Threshold	Interpretation
CMIN	2066.362	--	--
DF	758.000	--	--
CMIN/DF	2.726	Between 1 and 3	Excellent
CFI	0.949	>0.95	Acceptable
SRMR	0.036	<0.08	Excellent
RMSEA	0.073	<0.06	Acceptable
PClose	0.000	>0.05	Not Estimated

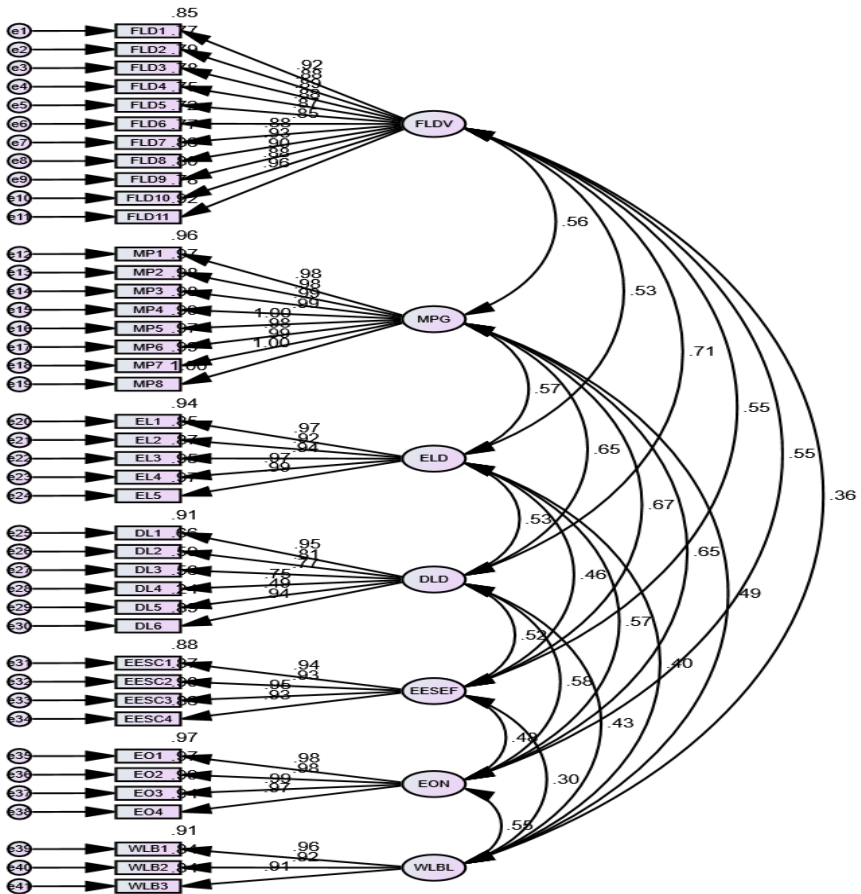


Figure 4.1: The CFA Output.

4.6. The Hypotheses Testing

Finally, the testing of hypotheses was conducted in the concluding phase of the analysis. The SEM results were collated, with the output presented in the subsequent Tables 7, 8, And 9, and Figure 4.2 visually represents the SEM findings:

Table 7: The Direct Effects.

	Parameter		Estimate	Lower	Upper	P
MP	<----	EL	.145	.052	.229	.010
MP	<----	DL	.219	.123	.324	.001
MP	<----	EO	.264	.173	.359	.001
MP	<----	EESF	.359	.270	.464	.001
FLD	<----	EL	.132	.048	.231	.007
FLD	<----	DL	.497	.353	.616	.002
FLD	<----	EO	.111	.032	.204	.017
FLD	<----	EESF	.205	.070	.351	.009
FLD	<----	MP	-.041	-.167	.084	.598

Table 8: The Mediating Effects.

Indirect Path	Unstandardized Estimate	Lower	Upper	P-Value	Standardized Estimate
EL --> MP --> FLD	-0.005	-0.025	0.009	0.472	-0.006
DL --> MP --> FLD	-0.009	-0.042	0.016	0.524	-0.009
EO --> MP --> FLD	-0.010	-0.044	0.018	0.555	-0.011
EESF --> MP --> FLD	-0.013	-0.057	0.025	0.565	-0.015

Table 9: The Moderating Effects.

Parameter			Estimate	Lower	Upper	P
ZFLD	<---	ZWLB	.121	.020	.192	.056
ZFLD	<---	ZMP	.469	.394	.547	.009
ZFLD	<---	INT_MOD	-.141	-.204	-.075	.014

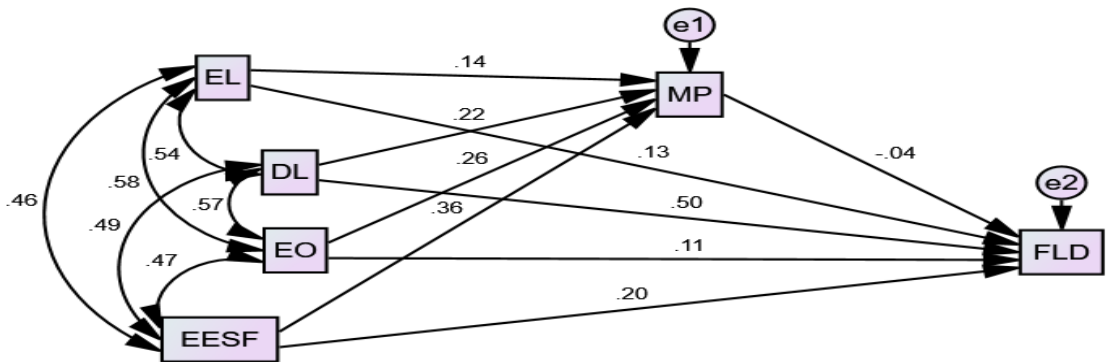


Figure 4.2: The SEM Output.

5. DISCUSSION

The primary objective of the current study was to assess the factors influencing the development of female leaders. To achieve this, four direct correlations were postulated. The initial hypothesis posited a substantial influence of entrepreneurial leadership on the development of female leaders. The empirical findings substantiate this hypothesis, illustrating a noteworthy correlation between EL & FLD. The validation of this hypothesis suggests that entrepreneurial leadership creates avenues for enhancing the leadership skills of women within the Perui context. Specifically, entrepreneurial leadership augments the development of leadership skills in women by bestowing decision-making authority. Moreover, entrepreneurial leadership is instrumental in recognizing and fostering the leadership potential of females, enabling them to assume leadership roles more effectively. The second hypothesis posited a significant impact of entrepreneurial self-efficacy on the development of female leaders. The analysis results demonstrate a noteworthy influence of entrepreneurial self-efficacy on female leader's development, thereby affirming H2. The endorsement of this hypothesis underscores the importance of women possessing a strong

belief in their capacity to effectively fulfil leadership roles. This robust belief and confidence in their capabilities can serve as a motivational factor, inspiring women to embrace leadership roles and exercise their decision-making competencies. Such a mindset is closely linked to a readiness to take risks and engage in innovative decision-making, fostering women's progression in their careers and substantiating their efficacy as leaders.

Subsequently, the third hypothesis posited a significant correlation between digital leadership and the development of female leaders. The outcomes indicate a substantial impact of DL on FLD, thereby supporting H3. The validation of this hypothesis underscores the imperative for women to possess proficiency in utilizing digital tools and staying abreast of technological advancements to nurture leadership skills. This proficiency is linked to the ability to adapt to evolving digital landscapes, implying that women should strategically leverage digital tools to assume leadership positions.

Lastly, the study advanced a hypothesis anticipating a significant impact of entrepreneurship orientation on female leader's development. The outcomes reveal a significant association between EO & FLD, thereby substantiating H4. The affirmation of the fourth hypothesis implies that women should possess the inclination to adopt proactive and innovative approaches in pursuit of leadership positions. The capacity to introduce innovative approaches is instrumental in the cultivation of women's leadership skills. Furthermore, a mindset inclined towards risk-taking and resilience during challenging circumstances contributes to the enrichment of women's leadership skills. Additionally, women characterized by a strong entrepreneurial orientation are better positioned to recognize opportunities for leadership development and excel in these roles. The possession of a robust entrepreneurship orientation can also be synonymous with having a strategic vision, a critical quality for effective leadership.

Furthermore, the study examined the mediating effect of mentoring programs. However, the analysis results indicate that the mediating effect of mentoring programs is statistically insignificant, leading to the rejection of H5, H6, H7, and H8. The non-acceptance of these hypotheses indicates that the direct influence of the factors is sufficiently robust, rendering the mediator statistically insignificant in facilitating or transmitting the impact. These findings diverge from those of [Mcilongo and Strydom \(2021\)](#) who underscored the pivotal role of mentorship programs in the career progression of women. Additionally, the current study posited the noteworthy moderating influence of work-life balance in the relationship between mentoring programs and the development of female leaders. The results align with H9, substantiating the significant moderating impact of work-life balance. The acknowledgment of the moderating effect of work-life balance implies that mentoring programs should be meticulously structured, considering the individual work-life balance of women. This approach would provide tailored support for women on their leadership development journey. Furthermore, customizing mentoring programs to the work-life balance of women would afford them a flexible framework for honing leadership skills.

6. CONCLUSION

The present study has yielded valuable insights into the development of female leaders within the context of Peru. Employing a quantitative methodology, data were systematically collected from female entrepreneurs in Peru. The study revealed a substantial impact of entrepreneurial leadership, digital leadership, entrepreneurship orientation, and entrepreneurial self-efficacy on the development of female leaders. This affirms that entrepreneurial skills play a pivotal role in creating new avenues for the leadership development of women in Peru. Enriching the leadership skills of women involves empowering them with innovative and decision-making competencies, underlining the importance of women having confidence in their abilities to assume leadership roles for effective performance. Additionally, possessing a nuanced understanding of the ever-evolving digital landscape is imperative for the leadership development of women. Furthermore, work-life balance emerged as a noteworthy factor in fostering leadership programs, with mentoring programs exerting a significant effect only in the presence of a balanced work-life environment. In conclusion, the study posits that the development of female leaders can be ensured by equipping them with essential digital and entrepreneurial skills.

6.1 Research Implications

6.1.1. Theoretical Implications

The current study bears noteworthy theoretical implications as it extends the existing theoretical literature by enhancing our comprehension of the factors influencing the development of female leadership. Anchored in Kurt Lewin's leadership theory, the study enriches the literature associated with this theory by integrating it into the context of female leadership. Through an examination of the influence of entrepreneurial leadership and entrepreneurship orientation on the development of female leaders, the study contributes to the existing literature and underscores how entrepreneurial skills can enable women to assume leadership roles. Furthermore, the study advances the ongoing discourse on work-life balance, emphasizing its relevance in the leadership development of women.

6.1.2. Practical Implication

The practical implications derived from the current study are diverse. The study's findings suggest that to facilitate the effective development of women leaders, it is imperative to enhance their entrepreneurial skills. A strong conviction in their leadership capabilities and decision-making prowess enables women to effectively lead an organization. Consequently, leadership development programs tailored for women should prioritize the cultivation of their entrepreneurial orientation and the fortification of their resilience in the face of challenges. Moreover, women should receive training within the context of the digital landscape, equipping them with proficient command

over digital tools to enhance their effectiveness in leadership roles.

6.2. Limitations and Future Directions

While the current study provides valuable insights into the development of female leaders within the Peruvian context, several limitations impact the generalizability of its findings. Firstly, the study concentrates on the socio-cultural landscape of Peru, a developing country in terms of female leadership, potentially limiting the applicability of its findings to the socio-cultural contexts of Western nations. Subsequent research endeavours could shift their focus to Western contexts, enabling a comparative analysis of female leadership development between those countries and Peru. Additionally, comprehensively analysing all factors influencing female leader development within a single study poses a considerable challenge. Future studies may explore the impact of other factors, such as gender norms and organizational support. Furthermore, the present study is deficient in qualitative insights due to its chosen methodology, a limitation that could be addressed in future studies through the adoption of a mixed-method approach. Subsequent research endeavours might incorporate semi-structured interviews to elicit subjective perspectives from female leaders in Peru, thereby enriching the study with comprehensive insights.

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