
Entrepreneurial attitudes of women in the management of public organizations: a systematic literature review

Atitudes empreendedoras de mulheres na gestão de organizações públicas: uma revisão sistemática de literatura

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ABSTRACT

With the aim of understanding how entrepreneurial attitudes of women in public organizations contribute to their empowerment and advancement in management positions, a systematic review of the literature was conducted. As a result, it was observed that even with challenges in the quest for gender equity, organizations are valuing traditionally feminine characteristics, boosting diversity and innovation. The resilience and adaptability of women, combined with entrepreneurial attitudes, are playing a pivotal role in overcoming obstacles and progressing in their careers. Training, networking, communication, and confidence strengthen the path for women to leadership roles, emphasizing the importance of inclusive policies and education from an early age. The study highlights women's potential to redefine leadership and promote a sustainable future, suggesting the need for further research on cultural, intersectional, and digital aspects of the topic.

Keywords: women; entrepreneurial attitudes; public organizations; female management; empowerment.

RESUMO

Com intuito de compreender como as atitudes empreendedoras das mulheres em organizações públicas contribuem para seu empoderamento e avanço em cargos de gestão foi conduzida uma revisão sistemática da literatura. Como resultado, observou-se que mesmo com desafios na busca pela equidade de gênero, as organizações estão valorizando características tradicionalmente femininas, impulsionando a diversidade e a inovação. A resiliência e a adaptabilidade das mulheres, aliadas a atitudes empreendedoras, estão desempenhando um papel crucial na superação de obstáculos e na progressão de suas carreiras. Treinamento, networking, comunicação e confiança fortalecem o caminho das mulheres para cargos de liderança, enfatizando a importância de políticas inclusivas e educação desde cedo. O estudo ressalta o potencial das mulheres para redefinir a liderança e promover um futuro sustentável, sugerindo a necessidade de pesquisas futuras sobre aspectos culturais, interseccionais e digitais na temática.

Palavras-chave: mulheres; atitudes empreendedoras; organizações públicas; gestão feminina; empoderamento.

INTRODUCTION

The participation of women in the labor market began with the Industrial Revolution (18th and 19th centuries) due to a shortage of labor, but it has become increasingly significant in recent decades (Krueger & Minello, 2016; Sartor & Caldart, 2022; Amaral, 2022), both in public and private organizations (Sartor & Caldart, 2022; Sartor, 2023). Despite the achievements in entering the labor market, women are still underrepresented in management positions within organizations (Sartor, 2023). Academic studies demonstrate that organizational systems are gender-based, placing women at a visible disadvantage (Sartor & Caldart, 2022; Sartor, 2023). There are structural and systemic issues that continue to hinder women's advancement. It is evident that while economic reality, social norms, and women's participation in the workforce have been increasing over the years, organizational practices have not kept pace (O'Neil, Brooks & Hopkins, 2018).

Studies report gender pay gaps, discrimination, occupational segregation, sexual harassment, and other forms of gender inequality at work (Barry, Chandler & Berg, 2007; Mondragon et al., 2018; Shinnar et al., 2018; O'Neil et al., 2018; Amaral, 2019; Sartor, 2023). The glass ceiling, which represents the barriers women face in their professional advancement (Amaral, 2019; Sartor, 2023), hierarchical, or vertical segregation, is one of the main obstacles encountered in both public and private organizations (Marry & Pochic, 2017). This barrier is subtle and disguised but is one of the strongest factors preventing women from progressing to leadership roles in their careers (Amaral, 2022; Sartor, 2023).

Public organizations, being part of society, are also shaped by gender-based social constructs with masculine norms. Therefore, gender inequality between men and women persists in the public service, just as it does in private entities. The need for public exams for entry into government institutions has prevented discriminatory practices in accessing positions. However,

the selection of individuals for high-level management positions still often relies on discretionary criteria with implicit rules, facilitating the appointment of men to such positions. These barriers are not only present in accessing management positions but also in retaining them (Mastracci & Bowman, 2015; Sartor, 2023).

To address these challenges in pursuit of gender equity, women need, in addition to critical awareness of their social condition, self-knowledge, and self-confidence in their ability to influence various aspects of their lives (Amaral, 2019; Berth, 2020). In Zimmerman's (1995) conception, this process is called empowerment, which begins with an individual process but becomes effective through the involvement of women, men, and society (Amaral, 2022); individual and collective empowerment are inseparable (Berth, 2020).

Empowerment, according to Kleba and Wendaussen (2009), is a cognitive, affective, and behavioral process that promotes personal and collective autonomy, learned through non-traditional educational practices that develop critical awareness. It is also understood as the foundation that empowers someone and can be provided by anyone or any process that enhances women's skills and facilitates their decision-making processes (Cornwall & Rivas, 2015; Amaral; Fraga & Sartor, 2021; Amaral, 2023). It involves constructing new mental patterns to deconstruct paradigms that devalue women (Stromquist, 2002), acting as a bridge to a better future (Berth, 2020).

On the other hand, entrepreneurship acts as one of the elements of women's empowerment concerning changes in power relations, enabling them to question their status and take action to alter their reality, thereby increasing self-confidence (Cornwall & Rivas, 2015) and forming a virtuous circle of empowerment (Amaral, 2019). Entrepreneurship translates into a set of practices capable of ensuring wealth generation and improved performance for societies that support and practice it. It is related to proactive behavior linked to creativity, motivation, and innovation in the face of personal or organizational projects (Baggio & Baggio, 2014).

With technological advancements and the global opening of the economic and social market, organizations have come to realize the need for new forms of management, focusing on factors such as creativity and innovation (Pino & Perotti, 2015; Willerding, 2015; Willerding & Lapolli, 2020). Thus, entrepreneurship has become vital for economic growth, as the acceleration of changes brought about by the knowledge era has made adaptability and innovation of individuals and organizations essential (Pino & Perotti, 2014).

McClelland (1987) was the pioneer in analyzing entrepreneurship from a behavioral perspective. Cooley (1990), based on McClelland's theory (1987), created a model of entrepreneurial competence based on personal qualities associated with successful entrepreneurship, arguing that there are common traits and competencies that can be developed in individuals. In this context, it is understood that entrepreneurial competencies and/or behaviors

can be developed if systematically worked on, and by measuring these competencies individually, a comparison is made with an ideal entrepreneurial profile (Rosa & Lapolli, 2010).

Also, considering the concept of competence, Durand (1998) referred to the three basic aspects of an individual, known as "head, hand, and heart," to propose the model of the three dimensions of competence, known by the initials "CHA": knowledge (information, knowing what and why to do), skills (technique, ability, knowing how to do), and attitudes (wanting to do, identity, determination). It is important for organizations to seek a competence, skills, and attitude-oriented management approach, with leaders having a differentiated profile and an innovative culture (Willerdig, 2015).

In the specific field of entrepreneurship, entrepreneurial competencies, according to Schmitz (2012), can be defined as behaviors, skills, and attitudes of an individual who, when faced with critical work situations, is motivated to seek solutions that will result in institutional benefit and satisfaction of the individual's need for achievement. In this sense, Sampaio and Mancini (2017) define entrepreneurial attitude as a predisposition to act with a directed focus on a target, having a set goal, and constantly seeking change and innovation, underpinning choices, and decision-making processes. It is a planned, logical, sensible reaction to an object or circumstances, emphasizing spontaneity and creativity in its attitudinal development approach.

The entrepreneurial profile encompasses attitudes such as experiencing things dynamically, learning about business opportunities, making decisions with caution, and taking calculated risks, with innovation as the primary objective (Willerdig, Nunes & Silveira, 2011). Entrepreneurs are essential for economic growth because, with an innovative vision, they adapt to social changes, create, or modify products and services, and propose new concepts and objectives (Sartor; Fraga & Amaral, 2021).

On the other hand, the phenomenon of intrapreneurship is related to the act of entrepreneurship within an existing organization, whether private or public (Gomes, 2017). Kearney and Meynhardt (2016) point out that implementing entrepreneurial actions in the context of the public sector is even more challenging due to the bureaucratic nature of public agencies, subject to public scrutiny and transparency requirements.

Public organizations traditionally face specific obstacles to innovation and other entrepreneurial behaviors due to the lack of incentives and funding, short-term pressures, and the need for political and public support. However, it is important to note that the public sector has indeed been undergoing a change, which can also be understood as a cultural shift, towards a more entrepreneurial public service. These transformations result from a new vision and restructuring of public administration, which began in the United States and Europe and has had repercussions in various countries worldwide (Gomes, 2017). In this regard, the adoption and development of entrepreneurial attitudes by women working in public organizations, as well as

their empowerment, can contribute to their ability to hold managerial positions (Addicott, 2017; Mondragon et al., 2018; Lapuente & Suzuki, 2020).

It was in this context, recognizing the importance of acquiring and developing entrepreneurial attitudes for the advancement to managerial positions by women working in the public service, that the research question arose: How do entrepreneurial attitudes adopted by women in public organizations contribute to their empowerment and advancement in managerial positions?

METODOLOGICAL PROCEDURES

The systematic literature review process aims to explain the study in a methodical and reproducible manner. Sampaio and Mancini (2007) emphasize that this type of research serves to guide the development of projects, indicating new directions for future investigations and determining which research methods have been used in a particular area. It aims to group and summarize research results systematically, promoting a deeper understanding of the subject in question. It is a research method that facilitates the synthesis of different published studies and generates general conclusions about a particular area, as well as reflections on conducting future studies (Mendes, Silveira & Galvão, 2008).

This systematic literature review was based on the protocol developed by Sampaio and Mancini (2007), consisting of six steps:

1st Step: Identification of the theme, formulation of the research question, and keywords - for this review, the following question was formulated: how do the entrepreneurial attitudes adopted by women working in public organizations contribute to their empowerment and rise to management positions? Subsequently, the following keywords were determined: women (W); entrepreneurial attitudes (EA); public organizations (PO); female management (FM); and empowerment (E).

2nd Step: Identification and justification of consulted databases and used filters - Scopus and Web of Science were selected among the existing scientific databases. As the primary data source for the research, Scopus is considered the largest reference source of peer-reviewed technical and scientific literature, with approximately 22,600 titles, according to the official publisher's website. The Web of Science was chosen for offering access to multidisciplinary research content and having a rigorous evaluation process, ensuring only the most influential and relevant information, according to its website. It is a multidisciplinary reference database, integrated with ISI Web of Knowledge, which has approximately 12,000 journals and offers tools for analyzing citations, references, and indexes, also being considered one of the largest and most complete databases.

3rd Step: Establishment of inclusion and exclusion criteria for the selection of articles from the search: A temporal cut-off was chosen as a strategy for the inclusion and exclusion criteria starting from 2007 in the searches in the Scopus and Web of Science databases. This was due to the significant increase in research on these constructs from that year, reaching the results presented in Table 1.

Table 1 – Initial search in the Scopus and Web of Science databases.

Keywords	<i>Scopus</i>	<i>Web of Science</i>
W	1.284.011	1.186.186
EA	4.995	2.976
PO	84886	53.378
FM	565.651	93.300
E	54981	38600
W + EA	331	199
W + PO	3.262	2.111
EA + PO	69	45
FM + E	2.674	308
FM + EA	35	24
E + EA	73	44
W + EA + PO	3	2
FM + E + EA	0	1
W + EA + PO + FM + E	0	0
Total	2.000.971	1.377.174

Source: Prepared by the authors (2023).

From the temporal cut-off, considering the high number of publications in some of the combinations made, and seeking to identify the studies that were closest to the scope of this research, the second inclusion and exclusion criterion chosen was to select the 40 most relevant publications and the 40 most cited, in both mentioned databases, refraining from applying this strategy to the results of combinations equal to or less than 40.

4th Step: Identification of pre-selected and selected studies: Identified in the systematic literature search, the pre-selection of publications was made using the inclusion and exclusion criteria. Then, the selection of articles was based on evaluating the title, keywords, and abstracts to verify suitability and adherence to the research.

5th Step: The analysis and presentation of the results were prepared, with the creation of a critical summary, synthesizing the information provided by the articles included in the review. A synthesis of all studies on the subject was provided, which allowed for aggregating a broader spectrum of relevant results. Additionally, the contributions of the publications to the research were analyzed.

6th Step: Presentation of final considerations, research limitations, and proposals for future studies.

Conducting research on the Scopus and Web of Science databases.

The search began with the keywords: women; entrepreneurial attitudes; public organizations; female management; and empowerment, in the Scopus and Web of Science databases. In a preliminary search, variations of the keywords were identified. Therefore, the following variations were also used: woman, women; entrepreneurial behavior; entrepreneurial attitudes, entrepreneurial skills, entrepreneurial action, entrepreneurial characteristics; public organization, public company, government company, public service; public sector; public manage; female management; empowerment.

Due to the various variations of each term, the radical of the words was used. Thus, the character “*” was inserted, which allows searching for variations for each of the words. The boolean operators "AND" and "OR" were also used to combine terms.

To find the most relevant period for the study of entrepreneurship practiced by women, an analysis of the evolution of the number of publications on this theme was first carried out with the crossings of the following keywords: "woman" and "entrepreneurial attitudes", "woman" and "public organizations", and "entrepreneurial attitudes" and "public organizations".

It was verified that from 2007 there was an increase in publications, with a small drop, in the year 2008, in some constructs. Thus, the strategy for the inclusion and exclusion criteria was to use a temporal cut from 2007 in searches in the Scopus and Web of Science databases, due to the significant increase in research on these constructs.

From the temporal cut, from 2007, considering the high number of publications in some of the combinations made, and seeking to identify the studies that were closest to the scope of this research, as a second criterion for inclusion and exclusion, the choice was made to choose the 40 most relevant publications and the 40 most cited from the combinations of terms two by two, three by three, and the combination of the four terms, according to the database, not applying this strategy to the results of combinations equal to or less than 40. There were 438 pre-selected publications in the Scopus database and 427 in the Web of Science database.

Then, the titles, keywords, and summary of the pre-selected articles were read, seeking to identify the contributions and adherence to the research. 21 publications from the Scopus database and 28 publications from the Web of Science were selected to compose the research, totaling 49 studies that contributed to the preparation of this article (Table 2).

Table 2 – Search in the Scopus and Web of Science databases.

Keywords	Scopus Pre-selected	Selected Articles	Web of Science Pre-selected	Selected Articles
W + EA	40	6	40	8
W + PO	40	6	40	9
EA + PO	40	3	40	5
FM + E	40	1	40	1
FM + EA	35	1	24	1
E + EA	40	1	40	1
FM + E + EA	3	3	2	2
W + EA + PO	0	0	1	1
W + EA + PO + FM + E	0	0	0	0
Total	438	21	427	28
Total of Selected Articles				49

Source: Prepared by the authors (2023).

ANALYSIS AND PRESENTATION OF RESULTS

The analysis of the approach and content of the 49 selected records was carried out in terms of their adherence to the research, and their relevance, to answer the proposed research question. Table 3, below, displays the 21 publications selected from the Scopus database, along with their respective synthesis.

Table 3 – Synthesis of the studies selected from the Scopus database.

Studies	Synthesis
Addicott, K. There may be trouble ahead: exploring the changing shape of non-profit entrepreneurship in third sector organizations. 2017. <i>Public Money & Management.</i>	The article draws on the experience of women in leadership positions in small and medium-sized enterprises in Wales, highlighting the importance of relationship building and collaboration for female entrepreneurs. The study argues that, in the face of the crises the country faces, there is a need for diversifying services, collaborative work, and building relationship networks with stakeholders.
Anggadwita, G. et al. Socio-cultural environments and emerging economy entrepreneurship: women entrepreneurs in Indonesia. 2017. <i>Journal of Entrepreneurship in Emerging Economies</i>	The article posits that women have acted as an alternative engine for economic growth because they can create businesses and employment opportunities for others. In this context, the research attempts to identify common characteristics of female entrepreneurs in Indonesia, such as honesty, hard work, and the ability to take risks. It also argues that the sociocultural environment directly influences women's entrepreneurial ability.

	<p>The study suggests that tolerance, mutual cooperation, and kinship help women sustain their businesses.</p>
<p>Botha, M. Prior entrepreneurial exposure and action of women entrepreneurs: exploring the moderation effects of entrepreneurial competencies in a developing country context. 2020. <i>Frontiers in Psychology</i>.</p>	<p>The study explains the differences between men and women in terms of entrepreneurial activity through objective lenses. It explores the causes of entrepreneurial action, understanding that it is preceded by: 1) entrepreneurial attitudes and personal characteristics; and 2) entrepreneurial motives. The research suggests that prior entrepreneurial exposure is a significant and positive predictor of future entrepreneurial action, but upon entering the action phase, this factor ceases to be important.</p>
<p>Brush, C. G.; De Bruin, A.; Welter, F. A gender-aware framework for women's entrepreneurship. 2009. <i>International Journal of Gender and Entrepreneurship</i></p>	<p>The study proposes a model to promote a holistic understanding of female entrepreneurship. The model is based on an existing framework that articulates the "3Ms" (markets, money, and management) needed for entrepreneurs to launch and develop ventures. The study adds "maternity" and "meso/macro environment" and constructs a "5Ms" framework. The research argues that this analysis sheds light on the challenges faced by female entrepreneurs. It also provides recommendations for advancing women in their entrepreneurial actions.</p>
<p>Carey, G.; Dickinson, H. Gender in public administration: looking back and moving forward. 2015. <i>Australian Journal of Public Administration</i>.</p>	<p>The article, through a literature review, finds that there are few studies on the theme of gender in public administration. The study argues that feminist theories could play an important role in addressing contemporary challenges of public management. The research contends that there are specific contributions that feminist theories could make regarding topics such as collaboration, boundary expansion, and qualification requirements for future public sector workers.</p>
<p>Entriago, M.; Iglesias, V. E. The moderating role of entrepreneurship education on the antecedents of entrepreneurial intention. 2016. <i>International Entrepreneurship and Management Journal</i></p>	<p>The article addresses the relevance of the role of education for entrepreneurship. It proposes that entrepreneurial education plays a significant moderating role, with important implications for female entrepreneurs. The research argues that entrepreneurial education fosters positive attitudes towards entrepreneurial activities and develops thinking skills. It concludes that for women to embark on entrepreneurship, approval from the social environment is very important, even if they have been educated to become entrepreneurs. Furthermore, according to the study, it is observed that family models affect women's and men's attitudes towards entrepreneurship differently. While having entrepreneurs in the family does not significantly influence men's attitude towards entrepreneurship, it reflects favorably for women, as they are more receptive to family, and the transmission of values is especially relevant for the female gender.</p>
<p>Hayter, C.; Link, A.; Scott, J. T. Public-sector entrepreneurship. 2018. <i>Oxford Review of Economic Policy</i>.</p>	<p>The research conducts a literature review and defines public entrepreneurship as three distinct components: actions that are innovative, that transform the social and economic environment, and that occur in an environment characterized by uncertainty. The article emphasizes the dynamic nature of entrepreneurship in the public sector and suggests policies to encourage more entrepreneurial actions in public administration.</p>

<p>Koellinger, P.; Minniti, M.; Schade, C. Gender differences in entrepreneurial propensity. 2013. <i>Oxford Bulletin of Economics and Statistics</i></p>	<p>The study argues that women have less confidence in their entrepreneurial abilities, have different social networks, and exhibit greater fear of failure than men, which explains a substantial portion of the gender gap in entrepreneurial activity. The research suggests that these factors appear to have a universal effect, although they are more or less significant, varying by country.</p>
<p>Langowitz, N.; Minniti, M. The entrepreneurial propensity of women. 2007. <i>Entrepreneurship Theory and Practice</i></p>	<p>The study, through interviews with individuals in 17 countries, points out that entrepreneurship is becoming an increasingly important source of employment for women in many countries. The publication argues that women tend to see themselves and the entrepreneurial environment in a less favorable way than men, regardless of entrepreneurial motivation. The authors concluded that when women feel skilled and knowledgeable enough to engage in entrepreneurship, they are more likely to start their own businesses.</p>
<p>Lapuente, V.; Suzuki, K. The prudent entrepreneurs: women and public sector innovation. 2020. <i>Journal of European Public Policy</i>.</p>	<p>This article examines how male and female public managers display different behaviors concerning innovation in the public sector. The study lists three differences: firstly, female managers are more result-oriented and aligned with societal interests than rule adherence; secondly, female public managers are more open to new ideas and creativity and more willing to challenge the status quo; thirdly, female leaders are less willing to take risks when potential innovations might endanger their organizations. The article concludes that stereotypes about women and entrepreneurial attitudes are not accurate.</p>
<p>Marques, C.; Valente, S.; Lages, M. The influence of personal and organisational factors on entrepreneurship intention: an application in the health care sector. 2018. <i>Wiley Online Library</i>.</p>	<p>The study aimed to contribute to the research on entrepreneurial intention by identifying which constructs of the entrepreneurial profile and the internal conditions of health organizations support entrepreneurship and contribute to the entrepreneurial intention of the employees of these organizations. The article suggests that dimensions related to personal attributes - namely motivation and entrepreneurial skills - are the constructs that best explain the entrepreneurial intention of these professionals in their organizations. In conclusion, the authors believe that a broad discussion is needed on how to implement internal conditions that promote an intrapreneurial and innovative culture in the health sector.</p>
<p>Mcelwee, G.; Meaton, J. Barriers to rural women entrepreneurs in Oman. 2017. <i>Revista Internacional de Género e Empreendedorismo</i>.</p>	<p>The aim of the article is to analyze the barriers faced by rural women entrepreneurs in Oman. The study focuses on women living in rural and mountainous areas who aspire to go beyond their traditional family roles. It identifies several issues, including access to financing for new ventures and innovative activities, a lack of skills-based training, and limited family support. The study provides an overview of the challenges and the necessary support for the development of rural women's entrepreneurship in this region.</p>
<p>Mondragon, Y. et al. Gestión pública y liderazgo de la mujer em la toma de decisiones. 2018. <i>Revista Venezolana de Gerencia</i>.</p>	<p>The research studies the influence of women's leadership in decision-making within public institutions. By conducting a study in a public institution in the Constitutional Province of Callao, Peru, the article concludes that there is an influence between public management and women's leadership, altering the decision-making of the studied public institution. The research argues that public management and female leadership are influential factors in decision-making.</p>
<p>O'Neil, D. A.; Brooks, M. E.; Hopkins, M. M. Women's roles in women's career advancement: what do women expect of each</p>	<p>The article seeks to understand work relationships between women and their behaviors in supporting each other's careers. Through interviews with women starting in their careers and senior women, who have been in the workforce for some time, the results suggest a disconnect between the expectations and perceptions junior women and senior women have of each other. Junior women expect senior</p>

<p>other? 2018. <i>Career Development International</i>.</p>	<p>women to engage in career assistance behaviors to a greater extent, and in return, think they are doing more to advance in their careers than senior women expect, exceeding these expectations.</p>
<p>Raadabadi, M. et al. Organizational entrepreneurship and administrators of hospitals: case study of Iran. 2014. <i>Iranian Journal of Public Health</i></p>	<p>Due to rapid technological changes, scientific advancements in healthcare systems, and the need for swift planning in healthcare assistance, entrepreneurial spirit among employers and employees is a crucial element. The study concludes that entrepreneurial activities in the health sector can be enhanced by creating an appropriate environment, adjusting reward and incentive systems, granting greater authority to subordinates, promoting awareness and education, and mobilizing managers to attract suitable opportunities for the organization. This also includes greater active involvement of employees, increased stability in the face of changes, and enhanced ability of managers to capture opportunities in both internal and external situations.</p>
<p>Santos, G.; Marques, C.; Ferreira, J. Opportunity recognition, training and entrepreneurial skills as antecedents of women's entrepreneurial orientation. 2017. <i>Novancia Business School Paris</i>.</p>	<p>The article aims to identify and explore the potential relationships between opportunity recognition, management training, and entrepreneurial skills, and how these might act as potential antecedents to individual entrepreneurial orientation in women. The research focused on female entrepreneurs and non-entrepreneurs from the north of Portugal. The study proposes that opportunity recognition influences a woman's individual entrepreneurial orientation and that this influence is expressed through management training and entrepreneurial skills. As a result, it argues that education and training for entrepreneurship should begin in basic education to develop entrepreneurial skills.</p>
<p>Shinnar, R. et al. Entrepreneurial intentions and start-ups: are women or men more likely to enact their intentions? 2018. <i>International Small Business Journal: Researching Entrepreneurship</i></p>	<p>The study argues that women may be less likely to act according to their entrepreneurial intentions. Analyzing data from a sample of business students from the United States, it proposes that there is a link between intention and behavior, and that this link is differentiated by gender.</p>
<p>Tupe, N. A study of the effectiveness of blended learning program for enhancing entrepreneurial skills among women in Maharashtra. 2020. <i>Journal of Education</i></p>	<p>The study emphasizes the effects of the blended learning program to enhance entrepreneurial skills among women in Maharashtra, with special reference to the Pune district. The article results in the creation of an entrepreneurial skills matrix that explores the competencies needed for creative entrepreneurs.</p>
<p>Venugopal, S.; Viswanathan, M. Negotiated agency in the face of consumption constraints: a study of women entrepreneurs in subsistence contexts. 2021. <i>Journal of Public Policy & Marketing</i></p>	<p>The study argues that women who are embedded in strongly patriarchal institutions can overcome gender-based institutional barriers and engage with the market as entrepreneurs as a way to overcome consumption constraints. In conclusion, the article suggests that consumption constraints in poverty trigger entrepreneurship among low-income women. Lastly, it recommends policies for welfare improvement.</p>
<p>Vij, M. et al. Female economic empowerment through tourism training in the United Arab Emirates. 2023. <i>Temas Mundiais de Hotelaria e Turismo</i>.</p>	<p>The research revealed that the desired components for the training of tour guides among women from the Emirates include career plans, ways to seek family support, development of entrepreneurial and leadership skills, and destination knowledge. The study recommends a series of phases to scientifically design and conduct tourism training in order to empower women.</p>
<p>Webber, G. R.; Giuffree, P.; Women's relationships</p>	<p>The article examines women's work relationships with other women. Through a literature review, the study identifies three</p>

<p>with women at work: barriers to solidarity. 2019. <i>Sociology Compass</i>.</p>	<p>emerging themes regarding working conditions that discourage women from supporting others: (a) negative stereotypes about women; (b) lack of recognition of gender inequality; and (c) the devaluation of female relationships, groups, and networks. The study concludes that women overlook larger structural inequalities at work and place the responsibility on others for perpetuating gender inequality in professional relationships.</p>
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Source: Prepared by the authors (2023).

Table 4 presents the list of 28 publications selected from the Web of Science database to be included in the research, along with their respective synthesis.

Table 4 – Synthesis of the studies selected from the Web of Science database.

Studies	Synthesis
<p>Acheson, J.; Collins, M. The gender pay gap in Revenue. 2021. <i>Administration</i>.</p>	<p>The article examines gender and pay within Revenue, one of the largest public sector employers in Ireland. The study suggests that women may face barriers to career advancement, often linked to their caregiving responsibilities, which can be understood as a form of indirect gender discrimination. The research advocates for facilitating promotions for all employees and increasing transparency in wages and promotional criteria, which would likely have specific benefits for women in this public agency.</p>
<p>Barry, J.; Chandler, J.; Berg, E. Women’s movements and new public management: higher education in Sweden and England. 2007. <i>Public Administration</i>.</p>	<p>The study examines different perspectives on changes in the academic environment. Through gathering information from both women and men working in mid-level positions at universities, it was possible to identify intriguing perceptions about work processes through a social movement lens. The study looks at the shift in academia in Sweden and England, focusing on gender equality and the new reforms of public management. The article suggests that the rational, hierarchical, and masculine discourses of new public management pose challenges.</p>
<p>Barsoum, G. Why is the public sector the employer of choice among women in the Middle East? A gendered qualitative inquiry into PSM in a global context. 2020. <i>Review of Public Personnel Administration</i>.</p>	<p>The article seeks to explain why the public sector is the main employer of educated women in Arab countries. Drawing on semi-structured interviews conducted with women from Egypt, Saudi Arabia, and Kuwait, the research highlights three motivational factors: "pure" motivation; gender-specific reasons; and extrinsic factors. The article concludes that women's work in the public sector is socially valued due to a culture of gender expectations and respect for public service.</p>
<p>Berg, E.; Barry, J.; Chandler, J. Changing leadership and gender in public sector organizations. 2011. <i>British Journal of Management</i>.</p>	<p>The study examines the ways in which leadership at the middle management level in the public sphere is gender-based. The research investigated higher education and social services in Sweden and England. The article argues that the context shapes social relations and individual positions, offering opportunities but also constraints. It contends that neoliberalism and new public management are associated with masculinist forms of rationality, which elevate individual winners and losers and divert attention from collective gender issues.</p>
<p>Cornwall, A.; Rivas, A. From “gender equality and woman’s empowerment” to global justice: reclaiming a transformative agenda for gender and development.</p>	<p>The article argues that by critically examining the trajectories of these terms in development, the promise of the post-2015 agenda is to fulfill gender justice, but new frameworks are needed that can connect and contribute to a broader movement for global justice.</p>

<p>2015. <i>Third World Quarterly</i>.</p>	
<p>Cortis, N.; Foley, M.; Williams, S. Change agents or defending the status quo? How senior leaders frame workplace gender equality. 2021. <i>Gender, Work & Organization</i></p>	<p>The study examines leaders' perceptions of gender equality in the workplace. The research concludes that both male and female leaders consider gender equality more important than employees who do not hold management positions. The article helps explain the gender power dynamics, which produce and sustain organizational inequalities and make workplace equality challenging to achieve. The research also suggests practical approaches to promote gender equality in organizations.</p>
<p>Datta, P. B.; Gailey, M. R. Empowering women through social entrepreneurship: case study of a women's cooperative in India. 2012. <i>Entrepreneurship Theory and Practice</i>.</p>	<p>The article contends that women's cooperatives provide self-employment opportunities that can contribute to their social inclusion and empowerment. The study aims to expand existing understandings of female entrepreneurship, focusing on types of ventures. The research concludes that personal accounts from members revealed that this collective form of entrepreneurship empowered them in three ways: economic security, development of entrepreneurial behavior, and increased contributions to the family.</p>
<p>Field, E. et al. On her own account: how strengthening women's financial control impacts. 2021. <i>American Economic Review</i>.</p>	<p>The article aims to answer the following research question: Can increased control over earnings encourage a woman to work and thus influence norms surrounding gender roles? The analysis was conducted using a random selection of rural Indian housewives who were given bank accounts and training on how to use them. The results suggest that financial control empowers women and encourages them to enter the workforce. It further proposes that norms shift behavior in these situations.</p>
<p>Ilean, S.; Oliver, M.; O'Connor, D. Spaces of governance: gender and public sector restructuring in Canada. 2007. <i>Gender, Place & Culture</i>.</p>	<p>The article examines the effects of neoliberal restructuring initiatives, citing that one of the most significant is the abandonment of the state's direct provision of income equality, security, social services, and stable employment conditions. Through interviews with Canadian Federal Public Service employees, the research supports a shift towards a new citizenship regime that makes women active agents and politico-economic subjects in new ways.</p>
<p>Kearney, C.; Meynhardt, T. Directing corporate entrepreneurship strategy in the public sector to public value: antecedents, components, and outcomes. 2016. <i>International Public Management Journal</i></p>	<p>The study seeks to identify the factors that trigger corporate entrepreneurship strategies in public organizations. The research asserts that corporate entrepreneurship strategies encompass: entrepreneurial strategic vision; organizational conditions that support entrepreneurial processes and behavior; entrepreneurial orientation; and the factors that reflect the overall level and individual levels of entrepreneurial processes and behaviors in the public sector.</p>
<p>Kim, Y. Stimulating entrepreneurial practices in the public sector: the roles of organizational characteristics. 2010. <i>Administration & Society</i>.</p>	<p>The study examines the relationships between organizational characteristics and public entrepreneurship in order to provide empirical support for entrepreneurial practices in state governments in the United States. The research suggests that most organizational features influence entrepreneurial behaviors defined as risk-taking capacity, innovativeness, and proactiveness. The findings indicate that organizational structures and strategies in the public sector need to be adjusted to stimulate entrepreneurial activities and culture through opportunity-oriented management.</p>
<p>Klein, P. G. et al. Capabilities and strategic entrepreneurship in public organizations. 2013. <i>Strategic Entrepreneurship Journal</i>.</p>	<p>The study suggests that public organizations should be usefully analyzed as entities that create and capture value in both the public and private sectors, and that a capabilities lens sheds new important insights on their behavior. The research proposes that, as they seek to originate and capture value, public organizations can act entrepreneurially by creating or leveraging sets of capabilities, which can then shape subsequent entrepreneurial action.</p>

<p>Kuchak, M. L; Rocha, G. S. R.; Rocha, P.D. Female leadership styles in organizations: a literature review. 2021. <i>Revista Livre de Sustentabilidade e Empreendedorismo.</i></p>	<p>In this article, female leadership and leadership styles in organizations were analyzed, with the aim of demonstrating the importance of women in management positions. It was identified that leadership does not depend on gender to perform its function or to have the characteristics for good management. Therefore, it is evident that female leadership has great potential to take a prominent position in an organization, being capable of replacing male leadership in various activities in which they wish to operate. Thus, it can be said that they will be increasingly present in the job market due to their skills and competencies.</p>
<p>Leyden, D. Public-sector entrepreneurship and the creation of a sustainable innovative economy. 2016. <i>Small Business Economics</i></p>	<p>The article starts from the premise that economic growth requires innovation that occurs through entrepreneurial action. The study argues that the stimulation of entrepreneurship happens through central direction and explicit planning. The research develops a theoretical model based on the NSE of the business environment, which integrates into a functional whole the various subsets of this environment that others have studied and explores the role that NSE-oriented public policy can play in improving the environment of both public and private sectors. Such policies would focus on improving creativity, the exchange environment, incentive and feedback structures, and access to resources. It argues that it is also possible to improve the entrepreneurial environment in the public sector, although the conflicting demands of democratic norms make this improvement more challenging.</p>
<p>Li, C.; Makdo, H. U.; Wi, L. I. U. An empirical study on the gender differences for self-organized entrepreneurial behavior based on grounded theory: a case from Jiangsu, China. 2019. <i>Journal of Developmental Entrepreneurship.</i></p>	<p>The study examines the difference between the cognitive mode of women and men and its influence on behavior. The research finds that the cognitive pattern of self-organized female entrepreneurs is more restrictive and intrusive, but some prominent female entrepreneurs exhibit exceptional performance. Self-organized male entrepreneurs display open and divergent structured cognition. As a result, the study concludes that self-organized entrepreneurs can overcome inherent gender differences and that all entrepreneurs have the intrinsic drive to transform, repair, optimize, improve, and ultimately achieve qualitative change.</p>
<p>Macpherson, E. Invisible agents: women in service delivery reforms. 2007. <i>IDS Bulletin.</i></p>	<p>The article examines government programs in developing countries and argues that women have been invisible agents in recent service delivery reforms. The article concludes that if women are to play a substantial role in holding public service providers accountable, the design of service delivery reforms needs to pay much more attention to combating gender power relations in the family and community, which limit women's involvement as collaborative actors in improving public services.</p>
<p>Mandel, H.; Semyonov, M. A welfare State paradox: State interventions and women's employment opportunities in 22 countries. 2021. <i>American Journal of Sociology.</i></p>	<p>The study explores the role of the welfare state in affecting women's participation in the workforce and occupational performance. Using data from 22 industrialized countries, the authors examine the consequences of state interventions on women's employment patterns and gender inequality in occupational performance. The findings reveal a dual effect: developed welfare states facilitate women's access to the labor force, but not to managerial and leadership positions.</p>
<p>Martens, C. et al. Research on entrepreneurial orientation: current status and future agenda. 2016. <i>International Journal of Entrepreneurial Behavior & Research</i></p>	<p>The article reviews research conducted on the construct "entrepreneurial orientation" (EO). Aiming to contribute to the knowledge development of "entrepreneurial orientation" and assist researchers in identifying gaps and research opportunities, the article conducts a bibliometric study of the scientific output on the topic. It aims to comprehensively analyze the body of literature resulting from 30 years of EO research. As a result, the study proposes four thematic convergence axes that together constitute studies on EO: Performance, Strategy, Entrepreneurial Attitude, and Management.</p>

<p>Marti, A.R.; Porcar, A. T.; Mas-Tur, A. Linking female entrepreneurs' motivation to business survival. 2015. <i>Journal of Business Research</i>.</p>	<p>The analysis of entrepreneurs' motives within the framework of organizational behavior theory is a popular research area concerning female entrepreneurship. This study examines the motives of women entrepreneurs (propensity to risk, finding a balance between professional and personal life, the desire to develop business skills, the need to seek self-employment, and the desire to earn more than in a salaried job) to achieve business survival through independence and set the qualitative comparative analysis. The analysis yields the following findings: 1) women whose motivation is to seek a better balance between professional and personal life are less likely to succeed; and 2) women whose motivation is to take risks are more likely to succeed.</p>
<p>Mastracci, S.; Bowman, L. Public agencies, gendered organizations: the future of gender studies in public management. 2015. <i>Public Management Review</i>.</p>	<p>The study examines gender research in public organizations, arguing that this theme was developed in sociology and other fields of knowledge. It is necessary for public administrators to refine and adapt the topic for its applicability in public institutions, considering that equity is one of the pillars of public administration. The authors conduct a literature review on the theme and propose topics for future investigations. Gender norms emerge not in isolation, but through repeated interpersonal interactions.</p>
<p>Ondiba, H.; Matsui, K. Social attributes and factors influencing entrepreneurial behaviors among rural women in Kakamega County, Kenya. 2019. <i>Journal of Global Entrepreneurship Research</i>.</p>	<p>The article aims to investigate attributes and social factors that influence entrepreneurial behaviors among rural women in Kakamega County, Kenya. The study suggests that moral support is crucial for the success of women's enterprises, that the support from social network groups is also vital, and that they were motivated to start a business to financially sustain their families. The research concludes that, through entrepreneurial activity, these women achieve financial independence and earn respect in their families and society.</p>
<p>Pons, P. S. et al. Cross-country differences in drivers of female necessity entrepreneurship. 2021. <i>Service Business</i>.</p>	<p>The article examines the drivers of female entrepreneurship using a sample from 59 countries, with data sourced from GEM 2018-2019. It develops a theoretical framework that describes how post-secondary education, initial skills, fear of failure, knowing another entrepreneur, entrepreneurial intentions, and hiring expectations act as drivers of female necessity entrepreneurship.</p>
<p>Santos, G.; Marques, C. S.; Ferreira, J. J. What are the antecedents of women's entrepreneurial orientation? 2018. <i>International Entrepreneurship and Management Journal</i>.</p>	<p>The study seeks to identify the factors that foster an entrepreneurial orientation in women. The results suggested that opportunity recognition influences EO, and this influence is expressed both directly and indirectly through management and entrepreneurship training. The research concludes that policies promoting community members' training, in general, need to be rethought, and policies need to emphasize management training that values entrepreneurial skills, thus increasing the proliferation of entrepreneurship. Education and training for entrepreneurship should be promoted from basic education to develop entrepreneurial competencies from an early age.</p>
<p>Sköld, B.; Tillmar, M. Resilient gender order in entrepreneurship: the case of Swedish welfare industries. 2015. <i>Resilient Gender Order in Entrepreneurship</i>.</p>	<p>The article examines the degree of resilience, as well as the change or reproduction of the gender order, in the era of the new public management, using quantitative empirical data. The results reveal resilience by women in the labor market and can have a profound impact on actions for entrepreneurship and gender equality and the restructuring of the public sector.</p>
<p>Tillmar, M. et al. Neo-liberalism translated into preconditions for women entrepreneurs – two contrasting cases. 2021. <i>Communities: People and Places in the Global Economy</i>.</p>	<p>The article compares two countries with different gender regimes and welfare states, Sweden and Tanzania, and analyzes how the institutional context affects the ways in which a neoliberal reform agenda is translated into institutional changes. The study suggests that such changes impact the pre-conditions for women to become entrepreneurs. The study argues that in well-developed welfare states, with a high level of gender equality, the consequences of the neoliberal agenda for female entrepreneurs are more negative than</p>

	positive. In less developed states, with a low level of gender equality, the gender consequences of neoliberal reforms can be mixed, and the neoliberal actions for female entrepreneurs are more positive than negative.
Ürü, F. O. et al. How much entrepreneurial characteristics matter in strategic decision-making? 2011. <i>Procedia: Social and Behavioral Sciences</i> .	The study examines the effects of entrepreneurial characteristics on the dimensions of the strategic decision-making process (SDM). According to the results, it can be suggested that the aggressive and proactive behavior of female entrepreneurs leads them to make less rational strategic decisions. However, the results also show that businesswomen with innovative capacity tend to deal with new and complex problems by adopting innovations. The theoretical contribution of this study is the examination of the effects of entrepreneurial characteristics on the dimensions of the strategic decision-making process in a comprehensive model, aiming to propose new variables in the model and fill this gap in research.
Xavier, S. R. et al. Women entrepreneurs: making a change from employment to small and medium business ownership. 2012. <i>Procedia Economics and Finance</i> .	The study examines the factors that cause women to leave employment to become business owners, their personal and business characteristics, as well as the challenges they faced during the transition from salaried employment to business ownership. As a result, the main factors identified as stimuli for women to leave employment in favor of owning a business were the need to achieve personal growth, independence, and economic reward. Passion for the business, listening and communication, and self-discipline were among the most common personal skills. Challenges identified included a lack of professional staff, a general shortage of personnel, growth and development issues, financial constraints due to high overhead expenses, and a lack of expert consultation.
Yoopetch, C. Women empowerment, attitude towards risk taking and entrepreneurial intent in the hospitality industry. 2020. <i>International Transaction Journal of Engineering Management & Applied Sciences & Technologies</i> .	The study aims to investigate the factors affecting entrepreneurial intentions. The study also highlighted the flexibility of the theory in allowing researchers to add external variables to better investigate the relationships between all factors in the models. Practical Implications: To highlight the opportunity to promote greater equality and diversity in business management environments, the study's results promoted the roles of female entrepreneurs in supporting the development of hospitality businesses. This research provided an extension of the planned behavior theory in the context of entrepreneurship.

Source: Prepared by the authors (2023).

Research involving entrepreneurship in public organizations has recently gained prominence (Kim, 2010; Berg; Barry & Chandler, 2011; Klein et al., 2013; Mastracci & Bowman, 2015; Kearney & Meynhardt, 2016; Hayter & Link; Scott, 2018; Kuchak; Rocha & Rocha, 2021). In these entities, management is considered the process that aims at the effective and efficient use of available resources to achieve objectives and implement improvement strategies. Modern management in the public sector focuses on the need for change, adapting to current market competitiveness and social and economic changes (Mondragón et al., 2018).

To stimulate entrepreneurship in the public sector, it is necessary to develop policies directed at creativity and innovation, exchange environments, incentive and feedback structures, and access to resources that enable a more flexible structure (Leyden, 2016; Barsoum, 2020). On the other hand, value creation in the public domain is harder to identify than in many private situations (Cortis; Foley & Williamson, 2021).

Despite political efforts and advances in the public administration of countries, making organizations more inclusive and concerned with equality, inequalities still persist at all levels (Macpherson, 2007; Ilcan; Oliver & Connor, 2007; Datta & Gailey, 2012; Carey & Dickison, 2015; Lapuente & Suzuki, 2020; Tillmar, 2021). The ideal worker is tacitly perceived as male, and in this sense, women are at a disadvantage because organizations value behaviors, styles, and ways of working traditionally associated with masculinity and the public sphere of work, while devaluing those traditionally associated with women, femininity, and the private sphere of home and family (Mastracci & Bowman, 2015).

Studies indicate that women are still underrepresented in management positions (Skold & Tillmar, 2015; Botha, 2020; Brush; Greene & Welter, 2020; Field et al., 2021). Discriminatory conduct has resulted in exclusionary attitudes towards women in strategic positions, relegating them to few spaces in traditional organizations. However, a review of the literature indicated that public policies and organizational practices are presented as facilitating elements for greater female representation in management positions in both public and private organizations (Barry, Chandler & Berg, 2007; Mandel & Semyonov, 2021).

In some research, entrepreneurial attitudes crucial for women who play roles in public organizations are discussed (Addicott, 2017; Mondragón et al., 2018). In Addicott's (2017) article, which presents the experience and perspective of women managers acting as social entrepreneurs in the third sector, the results identified the value of collaborative work and the impact of learning, support, networking, mentoring, and role modeling, especially in relation to other women in similar positions, as main factors for understanding and adopting entrepreneurial behaviors. Indeed, entrepreneurial behavior emerges as one of the pillars of female empowerment, provoking changes in power dynamics and empowering women to question their status and act to transform their reality, thereby strengthening their self-confidence (Cornwall & Rivas, 2015; Venugopal & Viswanathan, 2021).

Some studies argue that women tend to show less confidence in their entrepreneurial skills, have different social networks, and have a greater fear of failure compared to men. This lack of confidence is pointed out as a factor that negatively impacts the willingness to undertake (Langowitz & Minniti, 2007; Koellinger; Minniti & Schade, 2013; Shinnar et al., 2018; Vij et al., 2023).

When women feel they have the skills and knowledge to engage in entrepreneurship, they are more likely to start their own businesses (Langowitz & Minniti, 2007). The self-perception of having sufficient competencies generally depends on the social context in which the woman is inserted, the institutional environment, culture, and the general level of entrepreneurial activity (Sköld & Tillmar, 2015). Women rely on instruction, networking, and communication skills to perform management roles in public organizations (Mondragón et al, 2018).

It is important to highlight the importance of women's movements in the process towards gender equity. Either way, a social movement perspective recognizes a range of actions that include individual, collective, informal, organized, and spontaneous actions that contribute to this journey (Berg, Barry & Chandler, 2011).

Women seek a better balance between professional and personal life (Marti, Porcar & Mas-Tur, 2015; Urü, 2011; Mcelwee & Melton, 2017; O'neil, Brooks & Hopkins, 2018; Webber & Giufre, 2019; Vij et al., 2023) and, compared to men, tend to experience a greater fear of failure (Pons, Belarbi-Munoz & Garzón, 2021). Often, women see themselves as less confident and optimistic than men, which may inhibit their propensity for entrepreneurship (Xavier, Raja & Nandhini, 2009; Acheson & Collins, 2021).

Regarding leadership dynamics, women generally tend to adopt a more democratic and participatory approach, showing greater value for inclusion, affiliation, and engagement. On the other hand, men tend to follow a more directive style, centered on command, control, power, and competition, often supported by their formal authority to exert influence (Anggadwita, et al., 2017; Li, Makdo & Wi, 2019; Mondragón et al., 2018).

The literature also highlights the importance of building a network of relationships as a facilitator (Addicott, 2017). In addition, entrepreneurial education plays a significant role as a moderator, with implications of great relevance for female entrepreneurs, promoting positive attitudes towards entrepreneurial activities and developing thinking skills (Raadabadi et al., 2014; Entrialgo & Iglesias, 2016; Marques, Valente & Lages, 2018; Yoopetch, 2020). It is crucial that entrepreneurial skills be developed from childhood, interdisciplinary in the educational context (Martens et al., 2016; Santos, Marques & Ferreira, 2017; Ondiba & Matsui, 2019; Botha, 2020; Tupe, 2020).

FINAL CONSIDERATIONS

In an increasingly dynamic and diverse society, the analysis and understanding of gender roles and relationships in both public and private organizations and entrepreneurial activities are ever more indispensable. Thus, with the aim of understanding how the entrepreneurial attitudes of women working in public organizations contribute to their empowerment and rise to management positions, a systematic literature review was carried out in the Scopus and Web of Science databases. This search resulted in 49 documents that were analyzed, thus identifying contributions to the research.

Throughout the research, it became clear that although women have achieved significant milestones in the workforce, there remains a long process in both public and private organizations towards gender equality. However, it's observed that this reality is changing, and organizations are increasingly seeking characteristics deemed as feminine in their collaborators, resulting in a

more diverse and, consequently, more innovative environment. Public organizations, in general, following the trends of private institutions, have prioritized so-called "female" traits, such as information sharing, intuition, practicality, and empathy, over symbols of status and power.

Indeed, organizations add value when including both men and women in their managerial, strategic, and operational positions, as gender views and peculiarities add up and complement each other. However, although public organizations guarantee access through public competitions, the promotion to leadership roles can still be influenced by subjective criteria, often favoring men.

It is perceived that the resilient and adaptive capacity of women, as they gain experience, and therefore empowerment, allows them to establish and position themselves in environments where they were previously excluded or silenced. In this regard, acquiring and developing entrepreneurial attitudes acts as facilitators for women's rise to managerial positions in public organizations.

The literature identified that women, by relying on continuous training, networking, family ties, communication, and articulation skills, and by adopting a self-confident and empowered attitude, can rise in their careers more easily.

Additionally, the research demonstrated the importance of inclusive policies and practices that promote equity and entrepreneurship in the workplace. Education from an early age plays a crucial role in this transformation, preparing women with competencies, skills, and attitudes, as well as essential confidence and knowledge to develop as successful leaders and entrepreneurs.

In conclusion, the potential and ability of women to attain leadership roles in the corporate environment, be it public or private, are undeniable. The current scenario is challenging but reveals continuous progress and a positive trend towards gender equity. With the right tools, and in some cases, a change in attitude, women will not only gain a legitimate space in organizations but will also redefine the meaning of leadership.

The rise of women to leadership roles in public and private organizations is not only a matter of justice but also leads organizations to a prosperous, balanced, and sustainable future.

Limiting the study to two databases may be one of the research limitations, along with the time frame and perspective solely from the female gender, leading to limitations regarding gender intersectionalities.

For future research, it is suggested to conduct comparative studies between different cultures, regions, or countries to understand nuances and specificities in various contexts. An intersectional analysis with other identities such as race, sexual orientation, among others, is also recommended. It's also advised to explore how the digital world can influence and provide more opportunities for women to engage in entrepreneurship or rise to leadership positions in public or private organizations.

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