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MBA program

The Glass Ceiling and Women in Leadership Positions: The case of Bahrain

A MGT 698 project submitted in partial fulfillment of the requirements for the degree of MBA in MANAGEMENT

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Acknowledgment

I have been blessed by people who have supported and encouraged me in my endeavors. There are a few special people I would like to express my most sincere appreciation and gratitude.

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Abstract

The purpose of the study is to comprehend the phenomenon of the glass ceiling in leadership positions (women under representation) in order to understand why women are underrepresented in top level. The study is carried through a constructive survey.

Quantitative research is employed as the primary mean of collecting and analyzing data. Snowball sampling is used to gather a sample of 107 respondents in Information Authority Affairs in the Kingdom of Bahrain. Participants' answers analyzed using different types of statistical analysis methods such as Cronbach, t-test and Anova test. Information collected relates to the organizational culture, Perceptions of Male vs. Female Leaders (Gender Stereotype) and Leader's Origin (Insider vs. Outsider).

The study conclude that Information Authority Affairs in Bahrain (IAA) is male dominated as the male employees constructed the majority of the work force in IAA this will affect the organizational culture, however the respondents agree that both men and women managers are effectively informed and there is no communication gap between both clusters, At the same time the respondents who are mainly males do agree that women are underestimated of their power to translate company values, goals and brand identity into actions choice.

Recommendations are given to replicate this study in other ministries in Bahrain's cabinet, also to study the same factors in other researches that targeting female group, it hoped this research contributes to the limited research conducted on women's career in Bahrain.

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Declaration

Name: Eman Mansoor Marhoon

ID Number: 20121017

I declare that this research paper is the result of my own work, except for quotations and summaries which have been duly acknowledged.

Chapter 1

Introduction

1.1 Overview

For the last two decades a discussion of gender issues has been prevalent in the popular media and shows no sign of abating in the near future. Much research today is being conducted and published, in both practitioner and academic journals in the field of management, that deals with topics such as gender and power in organizations (Ragins, 1989), sexual harassment in the workplace (D.D.Baker, 1988; Terpstra D.E., 1992) gender differences in trust of supervisors (Scott, 1983) gender bias in evaluation of managers (Rosen, 1973; Bartol, 1976; Brown, 1984; Eagly A. J., 1990; Eagly A. M., 1992).

Past studies all yield comparative results: working womenfolk are still under – spoke to in the administrative positions inside of current associations for Germany see (Beckmann, 2004) for the US see (Labor, 2005). Females' absence of inclusion in decision – making, especially in areas that are critical, may mirror a more unpretentious and clandestine type of gender discrimination in western culture (Ridgeway, 1997).

In the Middle East (ME) countries the separation between the privileges of male and ladies is highly distinguishable and critical and imperviousness to ladies' correspondence has been most difficult (Mernissi.F., 1991) (Metcalfe, 2007); (Moghadam, 2005); (UNIFEM, progress of Arab World, 2004) Females face segregation in both the monetary and social circles, and numerous ladies detest equivalent rights as nationals (Center of Arab Women for Training, 2001); (Seikaly, 1994); (Bank, 2003a).

Henceforth, there is an irregular condition of gender introduction and employment related isolation with the dominant part of Arab ladies employed in the public sector and in the service sector where institutionalized reserve funds exists (UNDP, 2003) (UNIFEM, Progress of Arab Women, 2004) This is

in the more proclaimed in oil – rich nations. GCC nations that are talented with regular assets which import labor, on the other hand, demonstrate high rates of ladies' investment. Bahrain, Qatar and Kuwait are the three nations with the greatest measures of ladies' livelihood among GCC nations.

The internationalization of talks on fair – mindedness, empowerment, self – governance, democratization, investment and human privileges has been tackled by females' associations and régimes all over the globe (Acker, 2005 and also Moghadam, 1997) The reception of the United Nations CEDAW, convention on gender introduction as effectively emphasized by numerous ME states speaks to the nations' dedication to cost – effective and social change (see Table II on CEDAW Accession). All Arab countries received the Millennium Development Goals (MDGs) which underscore gender justness correspondence and the enablement of females (Acker, 2005) (UNIFEM, Progress of Arab Women, 2004)

As anyone might expect that despite the fact that the extent of females in management positions has developed over the previous decades, females are still underrepresented in administration parts, which represents a moral test to society everywhere except business specifically.

1.2 Problem Statement

The interest in the role of women at employment is understandable for many reasons. First, women have been increasingly joining the workforce or the employment force in recent decades. According to projections of the Bureau of Labor Statistics (BLS), in the year 2000; women were constituted almost half of the total employment force and many serve in key positions as professionals and managers in both private and public organizations.

Second, women face certain special challenges in the workplace. Women are often not accepted as equals by their male peers, and in their roles as managers, they may at times face resistance from male subordinates as it is approved by previous researches through different period of time (Bayes, 1978; Harlan, 1982; Hayes, 1979). Late studies show that male leaders see

men in general to be more like effective administrators than ladies by and large (Heilman M. B., 1989)

Third, there is a much proof that gender separation, lewd behavior and different types of gender orientation predisposition keep on assuming a part in the vocations of females despite the fact that the law accommodates giving females equal opportunity in employment (Terpstra D.E., 1992)

The explanations behind females' constrained progression in associations and public domain is very much archived, including the industriousness of gender generalizations (Powell G. N., 1989) inclinations in enrollment and determination forms (Davison, 2000) and couple of female epitome and constrained coaching chances (ILO, Women and Training in the Global Economy', World Employment Report, 1998 – 99).

Kingdom of Bahrain has made numerous steps in the financial front however, it is a very small nation. Through reporting it is perspective strategy of extensive advancement in its "Vision 2030" the country has turn into an example to its partners in the Middle East specifically, and other Muslim nations when all is said in done.

Under the declaration of the National Charter In Bahrain, the Supreme Council For Women was built up and exists to: 'characterize and lead the ladies' development to prepare ladies to take up their legitimate part in the general public, setting up sacred and common components for the improvement and strengthening of ladies in Bahrain' (Women, 2013) It is going by Shaikha Sabeeka Bint Ibrahim Al Khalifa (wife of H.M King of Bahrain), keeping in mind there have been a few moves towards helping females in authority projects, for example, the making of a Royal University (set up October 2005) for females' administration and communal coaching and a Crown Prince Leadership Program which is to handle concerns of reasonable viable bettering for Bahrain, most of the committee's endeavors have centered around maintaining females' portion in the domestic household as a component of a guarantee to the establishments of an Islamic state (Metcalfe, 2007).

Amid the period somewhere around 1960 and 2000 the number of Bahraini's female employment force interest has expanded by 68% (Women, 2013), these discoveries are upheld by the worldwide Labor Organization (ILO., 201Oc) which evaluated the female employment power cooperation percentage of Bahrain is 29.8% however it is far not exactly the worldwide assessment of woman employment power support which is 51.7%.

For the reasons referred to above, this exploration is planning to "identify the factors and barriers affect appointing women to leadership positions and the consequences of the glass ceiling phenomenon in the middle and high management in IAA in the Kingdom of Bahrain."

1.3 Purpose of the Research

The reason for this study is to comprehend the phenomenon of the glass ceiling in leadership positions (women under representation) which in this study is the dependent variable, through analyzing the relationship between this variable and organizational culture, leader's origin and employee's perceptions of male versus female leaders (Gender Stereotype) as independent variables.

The reason for this study is to distinguish the degree to which the independent variables in this research influence in creating the glass ceiling that stands as a barrier to those women's attainment of leadership positions in IAA in the Kingdom of Bahrain.

More specifically, this study aims to achieve the following objectives:

1. Understand the relationship between gender roles and leadership that may affect the female representation in leadership occupancy in IAA in the kingdom of Bahrain
2. Identify the reasons behind the female underrepresentation in leadership occupancy in IAA in the Kingdom of Bahrain.

1.4 Research Questions

The research questions guiding this study are derived from the research objectives:

1- Why are women so scarce at the top level of organizations?

2- Is there a relationship between the organization's culture and the gender(s) represented in the leadership positions?

3- Have gender stereo type affect appointing women to leadership positions?

4- Is there a relationship between leader's origin and women representation?

1.5 Significance of the Research

1.5.1 Practical Importance

From the hypothetical edge, the greater part of the studies that been investigated by the researcher were directed in the western nations and few were in the Middle East and no articles highlighted the relationship and the impact of hierarchical society , gender stereotype and pioneer's starting point on making a glass ceiling in the Kingdom of Bahrain. The researcher will sees that this examination is bridging the gap in this regard.

The exploration takes after the lead of late studies that mark a departure from the ordinary ways to deal with initiative assessment in view of qualities to a later authority examination taking into account the progress of recognition procedures inborn in the assessment and choice of officials for senior level administration (Nye & Forsyth, 1991).

1.5.2 Academic Importance

Also, from a scholastic perspective, this study will give guiding principle to educationalists to consolidate in their administration classes to help male and female learners to comprehend issues innate in perceptual procedures.

1.6 Research hypotheses

Research questions were broken down into hypotheses as follows:

- H1: organizational culture affect the glass ceiling in leadership positions.
- H2: Gender stereotype affect the glass ceiling in leadership positions.
- H Leader's origin affect the glass ceiling in leadership positions.

1.7 Structure of the Study

The study is organized into five chapters with a brief sketch of each of the following:

- Chapter 1 – Introduction: This chapter looks at the background of the organization, defines the problem statement, its impact to management, and ensuing propositions.
- Chapter 2 – Literature Review: This chapter will provides a critical assessment and examination of collected works on organizational culture, gender stereotype and leader's as factors affect women to achieve leadership positions, the discussion's theoretical stance, and research propositions that emerge from the literature review.
- Chapter 3 – Conceptual Framework: This chapter provides a graphical representation of the inter–relationship of the factors affecting women to achieve leadership positions integrated with supporting scholarship.

- Chapter 4 – Methodology: This chapter provides the research approach for this study and supporting evidence for the methodology.

- Chapter 5 – Analysis and Discussion: This chapter provides the research findings from the literature review, consideration of other viewpoints, and research summary.

Chapter 2

Literature Review

2.1 Introduction

As indicated by Microsoft Encarta World Encyclopedia, the term glass ceiling is a "*hindrance to professional success: an informal however genuine obstacle to some person's progression into upper-level administration positions due to dissemination of the individual's gender, age, race, ethnicity, or sexual inclination*". Morgan (1998) portrays it as "*cases in which women start their professions on an equivalent balance with men, and either lose ground continuously over the long run, or keep on advancing comparable to their male partner until, sooner or later, their advancement is blocked.*"

For no less than a part of an era say a quarter, females have been joining the skilled and administrative positions of U.S. enterprises at approximately the identical percentage as that of men, yet they continue radically understated at high-ranking jobs. The international agencies report uncovers that interest of women in the employment business sector is on the ascent (ILO, Global job patterns, January 2010a) (ILO. 201Oc). More women are going in the process of employment business (ILO, Global livelihood patterns, January 2010a, 2010b) in a phenomenal way because of globalization and shifting awareness on females' economic and profitable involvement.

2.2 Women in Workforce or Employment

Women as of now constitute just 2.2% of Fortune-500 CEO's (Catalyst, Retrieved April 30, 2011) and around 15% of these organizations' board directors and corporate major jobs (Catalyst, Retrieved April 30, 2011). This number expanded to 16.6% females in 2012 of director seats in the Fortune 500 organizations (Catalyst Census, 2012) which mirrors the significant moderate advance in women progression as of late (Carter, May 26, 2011).

Females have not managed exceedingly in Europe as well, together they are around one-third of administrative jobs yet at the same time just 1.8% of CEO's and around 10% of directors positions of Financial Times 500 companies (Catalyst, Retrieved April 30, 2011) ; the European Commission Press Release, 2012 demonstrate that women in the EU Countries still have low extent of the official board notwithstanding the advancement has been made, women still speak to just 15% of non-official board and 8.9% of official board.

Outside the EU faces comparative difficulties; in India, only 11% of huge organization CEO's are women (parts, Retrieved April 30, 2011). Bahrain is the same as alternate nations, (ILO. 201Oc) assessments the woman employment power interest rate of Bahrain as 29.8%. In spite of the fact that it is far not exactly the worldwide evaluation of female employment power participation (51.7%), the nation's position is superior to anything that of Middle East normal, which is assessed as 25.4% (ILO, Global livelihood patterns , January 2010 a). (Appendix1) gives selected gender information to Gulf countries and the USA and UK. It also gives information about females' present contribution in bureau and the year females got the privilege to vote (Hausmann, 2010)

As indicated by the Supreme Council for Women (SCW) in Bahrain the rate of females' representation of the aggregate Bahraini workforce expanded from 4.9% to 33.5% amid the period 1971 – 2010 (Appendix 2). This increment mirrors the beneficial outcomes of coaching, laws and regulations issued in the Kingdom, for example, the Constitution and the National Action Charter and the acknowledgment of the guideline of equal opportunities.

This additionally incorporates the Convention on the Elimination of Discrimination against Women, which was agreed to the Kingdom of Bahrain in 2002, underscoring the code of egalitarianism amongst males and females in rights and obligations while pursuing public service.

There is no qualm that women's capacities to achieve these positions were in view of the political choices from Bahrain's initiatives, contributing

with the interest of women in decision making by spreading the culture, and additionally the significance of women's involvement and non-segregation in between men and women on grounds of gender, origin, dialect, religion or belief; as per the sacred authenticity (Women, 2013).

The numbers contends that in numerous nations this employment market development is to a great extent owing to the feminization of public employment. It is in this way obvious that the increasing movement of females and the circumstances that encourage differing qualities in more elite classes of associations stay imperative subjects for specialists and professionals alike.

Measurements show that gender equality has about been accomplished in critical zones, for example, educational fulfillment and share of the workforce; women are still underrepresented in authority positions (Joy 2008). This remains constant crosswise over authoritative settings (e.g., business, governmental issues, and the military) and administration levels (Hausmann, 2010)

Hausmann & Joy called attention to that in the United States, for occasion, 47% of the workforce is female however women represent just 14% of top administration positions and 17% of the seats in congress Similar examples can be found in Germany (female top bosses: 13%, woman parliamentarians: 33%), in the UK (female top bosses: 14%, woman parliamentarians: 22%), and in most other western social orders (Hausmann, 2010)

From a fairness and decency point of view, these insights are irritating and represents a moral test to society everywhere except business specifically (C., 2013) on the grounds that they demonstrate that women, although some advancement over the previous decades, still hindered due the largely extended male-characterized space of authority (Eagly A. H., 1994) (O'Neil D. A., 2007) Accordingly, the gender gap in authority is viewed as one of the more focal themes that need to be tended to from a business morals viewpoint (Oakley J. G., 2000).

Other authoritative investigation on the reasons for females' determined underrepresentation in administration jobs has moved away from a focus the persons premeditated endeavors to prohibit females to thought of purported second-era types of gender predisposition, the effective however frequently imperceptible boundaries to females' progression that emerge from social convictions about gender, and additionally employment environment arrangements, methods, and arrangements of communication that incidentally support men (Calás, 1991) (Sturm, 2001) (Kolb, 2009) (Meyerson, 2000) .

Obviously, as women percentage increase in numbers and status at the employment environment, it ought to be relied upon that issues relating to women will turn out to be progressively basic for associations to deliver and for researchers to research. This is especially critical in perspective of the way that even moderately late research results demonstrate that gender generalizations remain profoundly established in our general public (Heilman M. E., 1989) (Powell G. N., 2002) (Epitropaki, 2004)

It has all the earmarks of being a critical aspiration to comprehend the purposes for the underrepresentation of women in initiative parts so as to inform hypothesis and, vitally, additionally control reasonable intercessions (Eagly A. H., 2007) (Ibeh, 2008).

Late years have seen solid exploration enthusiasm for this subject. Maybe the focal finding of this employment is that women progression is fundamentally hampered by external discrimination including higher execution models (Lyness, 2006) constrained access to vocation advancement measures in associations (Hoobler, (in press)) and the advancement of women to problematic initiative positions (Haslam, 2008) absence of know-how, short of profession openings, gender contrasts in etymological and socialization, gender grounded generalizations, esteemed gentleman system at the highest, and minimum effort (O'Neil J., 2004)

Different clarifications incorporate contrasts between woman initiative styles and the kind of authority style anticipated at the highest point of

associations, and the likelihood that the most skilled females in business frequently keep away from corporate life in favor of entrepreneurial professions (Krefting, 2002) (Oakley J., 2000)

Different researchers center their studies on the gender predisposition as a focal explanation behind women under representation, for instance, (Eagly A. H., 2007) pointed out that authoritative progressions in which men prevail, alongside practices that liken administration with practices accepted to be more regular or proper in men, effectively if unintentionally convey that females are a misfit for authority jobs; individuals' propensity to incline toward the individuals who are similar to them on notable measurements, for example, gender leads capable men to support and backer for other men when leadership openings rise.

Businesses assumed that women, the frail sex, did not possess the leadership qualities necessary to be a leader or that women leaders were simply killing time until they could get married and stay home with the kids. Male managers at that time believed that female supervisors were inferior to male supervisors and were temperamentally unfit for management (Nieva & Gutek, 1981; Kanter, 1977).

Then again, the researchers discovered studies underline on the social structure points of view that apparent match between gender roles and real conduct. From this viewpoint an all-around document proof demonstrates that gender roles still vary extensively (Bosak, 2011) Communal qualities, for example, steady, empathic, and tender are all the more emphatically attributed to women. A genetic traits, for example, confident, focused, controlling, and overwhelming are all the more emphatically connected with the male gender role.

(Oakley A., 2001) suggested that: "*We realize that whatever is spoken to as gender unbiased is likely to obscure the power relations of gender. Women come up short to pick up consideration in light of the fact that they are judged in frameworks situated up by men reflecting male models and criteria.*"

Women's absence of inclusion in decision making, especially in ranges that are imperative, may mirror a more inconspicuous and secretive type of gender segregation in western culture (Ridgeway, 1997).

2.3 Leadership and Management

The examination between of managerial and leadership aptitudes is a never-ending action amongst business writers (Northouse, 2004) (Kotter J. P., 2011) (Kotterman, 2006) (Shahrill, 2014). There are plenty of writing committed to clarifying the part and significance of pioneers, as it exhibits to be a famous topic in scholastic business writing (Ackerman, 2002) (Hecke, 2010) (Kotter J. P., 1996) (Kouzes, 2012) (McKee, 2008)

Notwithstanding, management is not prominent subject as that of leadership and albeit there is copious writing in regards to the part of the administrator; the latter has shown to be less well known. The examinations between both characters seem to convey an employment related favorable position to the role of the pioneer, as the manager takes the role of the progressive bureaucrat (Kotterman, 2006) (Shahrill, 2014)

Through the researcher perusing about leadership to have a flat out definition, the outcome was that researchers don't have an outright definition for leadership. (Northouse, 2004) However, stipulates that researchers concede to various ideas that mirror the attributes of a pioneer, these qualities are the following:

- First and foremost, he examines that leadership is a characteristic, as every individual realizes his or her own qualities, for example, legitimacy, certainty, conclusiveness, et cetera.

- Second, (Northouse, 2004) portrays leadership as a capacity on the grounds that the leader must have the capacity to do certain things others may feel uncomfortable, for example, talking openly, or exceed expectations in games, or exhibit colossal empathy for others.

- Third, leadership is an expertise because the leader must be skilled to bear on an undertaking from start to finish; accordingly, the leader in charge must utilize the insight to satisfy the commitment with competency (Northouse, 2004).

- Fourth, as indicated by (Northouse, 2004) leadership is a conduct; fundamentally in light of the fact that it predicts the mentality of the leader when confronting a given circumstance. "*Managers are involved in the formation of information, both in the local sense of hierarchical and administrative learning, and in the more extensive, more pervasive, feeling of learning in and of society – without a doubt, of what considers learning*" (Hearn, 1999) in a connection where "*Most supervisors in many associations are men*" (Collinson, 1996).

The meaning of leadership looks basic, yet the idea itself includes significantly more. As indicated by (Gardner, 1995) "*The paramount challenge the leaders face is to realize huge and enduring changes in an extensive and heterogeneous group.*" Leadership style by characterization means leadership conduct with two unmistakably autonomous element: the errand element that incorporates objective situation, association, route taken or route taking to achieve the objective, and governing style; and the connection measurement including bolster, correspondence, communication, and dynamic tuning in (Hersey, 1988).

2.4 Glass Ceiling (Women under Representation in Leadership Positions)

The glass-ceiling discriminatory constraint impact in associations (Morrison, 1985) has gotten a lot of well-known and insightful consideration lately, maybe because of its constancy over the long haul. Late research work on the absence of females in high-ranking jobs (Thompson, 2007) and the gender remuneration difference (Blau & Kahn, 2007) show that females are lopsidedly underrepresented in top administration and are remunerated a smaller amount than men are when they achieve the high-ranking jobs

(Kochan, 2007). Case in point, while the extent of females in administration parts has expanded further in HR than in some other sector (Blau, Simpson, & Anderson, 1998), females' presence in high-ranking jobs has continued basically unaltered throughout the most recent ten years (Pomeroy, 2007).

Researchers has been roused to distinguish instruments to clarify this reality, including discrimination. (Acker J., 1990) minimum effort (Kanter, 1977) absence of value coaching (Martin, 1994; Essien, 2003; Blake-Beard, 2001) and avoidance from communal and enlightening systems (Smith-Loven and McPherson, 1993; Ibarra, 1995).

Consequently, different definitions for the discriminatory constraint been distinguished in the research, for example, (a) "*an all-around revered marvel, upheld by definitive proof which states that women supervisors' vocations are blocked more frequently than men's*" (Simpson and Altman, 2000, p. 190); (b) the undetectable, yet impervious obstruction keeping women from coming to administrative positions regardless of their accomplishments or benefits (The Federal Glass Ceiling Commission, 1995a, p. iii; 1995b, p. 4); (c) the underrepresentation of women in the higher echelons of the hierarchical pecking order (Haslam and Ryan, 2008, p. 530); (d) "*women's absence of headway into authority positions regardless of no obvious boundaries*" (Carnes, Morrissey and Geller, 2008, p. 1453); (e) a marvel "*that has kept women in lower-paid and lower status posts*" (Thompson, 2007, p. 339). Adjacent to male preferences and absence of time, the writing likewise underlies that men and women normally have diverse values and fundamental topics (Marshall, 1994, p. 165).

Statements about compelling gender contrasts are inevitable in modern culture (Barnett & Rivers, 2006). They are a repeating topic in circumstance humors, toons, business notices, and even youngsters' books (Ganahl, Prinsen & Netzley, 2003; Hanke, 1998; Aubrey & Harrison, 2004). In addition, gender contrasts have obviously turn into the topic of discussion in a slew of well-known self-help, pop-psychology books the most infamous of which is John Gray's "Men Are from Mars, Women Are from Venus". Since its

publication in 1992, this powerful book has apparently sold more than seven million prints overall and did an exceptional 339 weeks on the New York Times Bestseller List (Zimmerman, Haddock, & Mc George, 2001). Furthermore, even now afterward, books of comparable kind keep on going ahead the scene, increasing noteworthy media and communal importance.

The Chartered Institute of Management Accountants (CIMA) is one of the couple of worldwide bodies that went past depicting the glass ceiling and offered both clarifications for this sort of gender segregation and in addition conceivable arrangements (based on several exhaustive interviews). All things considered, CIMA (undated, pp. 7-9) offers two clarifications for the underrepresentation of women in administrative positions, alluding to: (1) the way that women need to adjust both employment and family requests and (2) working in male commanded businesses dissuades their headway points of view because of male preferences. Comparative perspectives are shared by Palmer and Simon (2008, p. 221) which distinguish social and societal disposition (particularly with respect to housework and childcare) as principle hindrances for women attempting to break the political discriminatory constraint. Williams (2003, pp. 1-14) contends that the "maternal hindrance" (which generally alludes to the family commitments of women) is the most essential obstruction which remains against a more gender equal society.

Despite the fact that women constitute a huge extent of workforce assorted qualities (ILO 2010 an) in the current business sphere, the statics show that women are still underrepresented in administration positions (Joy, 2008) This remains constant crosswise over hierarchical settings (e.g., business, governmental issues, and the military) and leadership levels (Hausmann et al. 2010).

Reports by global organizations reveal that involvement of females in the employment business sector is on the ascent (ILO 2010a, 2010c). Additional females are going in the process of labor market (ILO 2010a, 2010b) in an exceptional way because of globalization and varying observations on females' economic and industrious commitment. The ILO

(2010c) appraisals the woman employment power involvement percentage of Bahrain as 29.8%. In spite of the fact that it is far not exactly the worldwide evaluation of female employment power involvement (51.7%), the nation's position is superior to anything that of Middle East normal, which is assessed as 25.4% (ILO 2010a).

A large number of research internationally (Arfken, et al. 2004; Reinhold 2005; Selmer & Leung 2003; Grout, et al. 2009; Kaufmann, et al. 1996; Zeng 2008; Anderson 2006) makes it public that the lion's share of high ranking jobs are predominantly held by males. Female leaders, in the event that they find themselves able to achieve the position, have a tendency to be packed in subordinate administration jobs and hold lower power and optional control than males, which is termed as a labyrinth of management by Eagly and Carii (2007).

Studies (Reinhold 2005; Mattis 2004; Selmer & Leung 2003; Anderson 2006; Patterson & Mavin 2009 and Tan 2008) demonstrate that when the extent of segregation passes the resilience point, females specialists will be compelled to leave their organization and either hunt down better options or in the end proceed with their own individual business endeavors. Referring to an American illustration, Mattis (2004) "*approves that a sensational increment in women possessed organizations in the U.S. is because of the women's yearning to escape or avoid altogether the glass ceiling in corporate America, and to acquire adaptability and happiness in their employment plan.*"

Additionally, the capability criteria for women are harder than for guys concerning authority positions (Kaufmann, et al. 1996). Therefore, women vanish amidst their career path towards company administration, striking against an un-malleable straightforward hindrance. This occurrence is an unequivocal sign of marginalization and underestimation of females at employment and reels them to a condition of destitution by giving lesser rewards and advancements in correlation to their men colleagues.

This perception recommends that something beyond just gender contrasts in career patterns must be grinding away to account for the

This is echoed in Hofstede's (1998) characterization of culture as the "cooperative programming of the mind". The center of the organizational culture is communal qualities, with social quality portraying the degree to which morals are mutual by association individuals (Saffold, 1988). The internalization of administrative morals ought to prompt a harmoniousness of the objectives of individual workers and management. In this way, it displays an essential coordinative capacity on the grounds that the exercises of people assume a basic part in molding innovation processes (Salvato, 2009).

Different concepts of administrative culture have been utilized to represent the impacts of culture in transit in which association works (van Dooren et al., 2010; Hood, 2000, 2012). The concept incorporate Douglas' (1996) matrix-group hypothesis, Hofstede's (2005) 5 parts of society (uncertainty avoidance, authority distance, masculinity vs. femininity, collectivism vs. individualism, long-term vs. short-term direction), and Quinn and Rohrbaugh's (1983) contending qualities structure. With the end goal of this study, the researcher will take Hofstede model (masculinity vs. femininity) to study the impact of authoritative culture on women under representation in administration positions.

There is extensive general understanding as to the general meaning of authoritative society and a large number of surveys characterize culture as: "*a set of cognitions shared by members of a social unit* (O'Reilly, Chatman, & Caldwell, 1991, p.491)", or all the more completely: "*a system of shared values and beliefs that produces norms of behavior and establish an organizational way of life* (Koberg & Chusmir, 1987, p.397)".

This recent characterization is essential in light of the fact that it pinpoints that the way of life developed can be obscurely comprehended to manage "*major beliefs and values* (Goll & Zeitz (1991)", or on the other hand "*as norms and patterns of behaviors* (Gundry & Rousseau, 1994)".

In the field of inequity, there is an in number connection between organizational culture and women disparity in authority has been raised by

different researchers. O'Connor, 1996; Bagilhole, 2002; Deem, 2003; cleared that the idea of hierarchical society has been utilized to allude to the presence and significance of a confounded method of administration traditions and qualities that legitimize females' positions at the lesser ranks of the chain of importance; depict scholarly or administrative employments as fundamentally manly and characterize females as unfit for them.

Benshop and Brounds (2003, p. 200) have proposed that "*Gender is done in the distinct aspects of the organizational culture; in the symbols, images, rules and values that explicitly and implicitly steer, justify and sometimes question gender distinctions in the organization in gendered symbols, images and forms of consciousness mirroring the wishes and needs of intense men* (Acker, 1998) *and male-focused systems* (Acker, 1992)".

In many societies, the importance is mainly, making the perfect pioneer a characteristically manly guy (Agentic): definitive, confident, and free (Willemsen, 2002; Bailyn, 2006; Calás & Smircich, 1991; Epitropaki & Martin, 2004; Dennis & Kunkel, 2004; Powell, Butterfield, & Parent, 2002).

By complexity, females are supposed to be mutual amicable, generous, caring and therefore ailing in the potentials needed for accomplishment in administration parts (Schein, 2001; Heilman, Block, Martell, & Simon, 1989; Fletcher, 2004). Females of Asian lineage are especially liable to be categorized as uninvolved, saved, and ailing in aspiration, and Latinas are frequently seen as melodramatic (for a survey, see Giscombe & Mattis, 2002), qualities that would seem to preclude these females for administration.

The refinement between agentic and communal characteristics is likewise of focal significance in the area of leadership. Recent employment at leadership roles has affirmed that these are primarily characterized in manly (i.e., agentic) terms in spite of the developing number of female characteristics that have turn into a vital piece of the authority part (Koenig et al. 2011). Individuals' assumptions about effective administration conduct are emphatically connected with traits, for example, focused, confident, and definitive, which are customarily viewed as male attributes.

Generally, it's been perceived that males' associations with other males sustaining manly strength (Hartmann, 1981). This phenomenon has been mentioned to in different terms, including "homo-social behavior" (Lipman-Blumen, 1976), "homo-sociality" (Hearn, 2001), "homosexual reproduction" (Kanter, 1977), and "male homo-sociability" (Witz and Savage, 1992; Husu, 200social1; Collinson and Hearn, 2005; Blackmore et al., 2006).

Currie and Thiele (2001) found that in their Australian and American research, extracurricular male amiability was solid and select; females' perspectives were not welcome and general females were "less well regarded" essentially in light of the fact that they were females. Additionally as Deem's (1999, p. 76) UK participants saw that, high- ranking administration was a young menfolk club, menfolk still like to employment with menfolk essentially being "a convenient cloak for forms of male sociability and patriarchal exclusion".

Harris et al. (1998, p. 142) in their Australian research showed, "*what was understood as the hierarchical traits of achievement incorporated the individuals who don't rock the boat and who demonstrated a certain deference pattern, while the individuals who were seen as not liable to be fruitful were those who have spoken out against certain issues, if you speak up and you do things that are seen to be threatening, you don't get ahead.*"

It's been recommended that the hindrances womenfolk face incorporate those identified with male meanings of legitimacy and male commanded profession ways; a "chilly" organizational culture prefaced on homo-amiability, male ways of life and needs; and females' epitome and/or everyday obligations (Currie and Thiele, 2001; Hearn, 2001; Brooks, 2001; Currie et al., 2002; Deem et al., 2008; Finch, 2003). "Women's place" is characterized by males and it is a subordinate one.

While "*ignoring difference, acting as equal is often an important strategy for women, it leaves patriarchal cultures intact* (Davies, 1995, p. 37)" and is intrinsically delicate since at any minute females' status as privileged guys may withdraw (Cockburn, 1991). In the setting of this paper, consideration

will be centered around specific hierarchical society qualities at it concentrate on women and populace under study's recognitions about whether having women in senior administration has any kind of effect.

Leaders regularly hold more appealing high ranking jobs (Tajfel and Turner, 1979; Powell and Butterfield, 2002) - a propensity Kanter (1977) termed 'homo-social propagation'. They may do as such entirely out of in-group dedication, on the grounds that they are essentially more agreeable among individuals from the in-group or in light of the fact that they see in-group individuals as more fundamental to the association. Of course, men's high percentage of representation in administrative and other choice making jobs has a tendency to duplicate gender inclinations and in-group inclinations that utmost females' entrance to top positions (Pfeffer, 1989; Ridgeway et al., 1998; Chambliss and Uggen, 2000).

Hierarchical society is stand out perspective that adds to gender contrasts in authority positions, and that a significant extent of gender contrasts in administration part inhabitance is because of other essential components, for example, unequivocal and certain gender segregation (Eagly and Carli 2007).

2.6 Perceptions of Male vs. Female Leaders (Gender Stereotype)

For almost 40 years from the start of the idea of "Think Manager, Think Male" in Virginia Schein's unique article on the qualities of administrators and gender generalizations (Schein, 1973).

One vigorously inquired about the topic in leadership identifies with gender categorization. This examination has brought about three diverse exploration based perspectives found in both course readings and well known press works. The main perspective was set up by Schein (1973, 1975) and Powell and Butterfield (1979, 1989, and 2002) and is "Think manager, think male (or masculine) which started in the 1970s.

The second point of view Think manager, think female was highlighted via examination employment done by Eagly, Helgesen, and Rosener in the late 1980s and 1990s. An extra third point of view, There is no difference between men and women and management characteristics was condensed by Vecchio (2002, 2007)". This viewpoint expresses that the administration qualities of males and females are unclear.

These three clashing points of view are found in present days instructive resources for management. In this exploration the emphasis will be on the point of view of Schein, Powell "think manager, think a man" and Eagly, Halgesen and Rosener "think manager, think female".

2.6.1 Gender

The term gender allude to the psychosocial ramifications of being male or female, for example, convictions and assumptions about what sorts of mentality, qualities, abilities, and practices are more fitting for, or regular of, one gender than the other (Powell, 2011; Archer & Lloyd, 2002; Lippa, 2005).

Joan Scott (1986), considered gender as an authentic and social class. From that point of view, the idea of gender conveys the capacity to offer implications to power relationship, while Gardiner (2004) states that the most vital achievement of women's activist theory in the most recent century was the improvement of gender as a social development.

Gender is something an individual turns out to be, however can never be, subsequently gender itself is a sort of procedure or movement. It ought not to be considered as a thing or as an issue of substantive or social static mark, yet rather as a relentless and rehashed activity. On the off chance that gender is not fixing to gender, it is something that can grow beyond any binary limits (Gardiner, 2004)

"The traditional sexes are now seen as cultural groupings rather than as facts of nature based on a static division between two different kinds of people

who have both opposed and complementary characteristics, desires and interests" (Gardiner, 2004, p. 35).

Martin and Parker (1995) have additionally demonstrated that individuals hold two society speculations gender is biological-based or socially developed. The researchers not just analyzed how individuals pondered gender similar to the consequence of natural and social reasons, they likewise inspected the degree to which these people hypotheses impacted impression of men and ladies.

Are men and women conceived with certain intrinsic qualities, is it hereditary that bring about their conduct or is it peculiarities and social retorts gained from families, companions, spiritual establishments, instructive organizations, and maybe from various other sources like television or radio?

On the off chance that society assumes a part in directing what gender behavior are worthy among males and females, what happens if menfolk and womenfolk act outside their gender roles? Also, what gender generalizations are depicted about man and woman sexuality, and what is the effect of these generalizations on sexual conduct? (Rice & Dolgin, 2002; Crooks & Baur, 2008).

2.6.2 Gender Stereotype

The American writer Walter Lippman was the first to utilize the thought generalization in his employment entitled "public opinion" in 1922. He recorded a few meanings of generalization in his book one of them displays generalization as being "images that are to be found in our mind" which speaks to maps that would manage us through the world Nastas, 2004, p. 262)

In 1996 Hilton & Hippel characterized generalizations that they are comprehensions (convictions, desires, and feelings) alluding to the characteristics, credits and practices particular to the individuals from a given

social category/group and contends that social structural viewpoint on generalizations are gotten from their status, contribution in particular social and relative position.

On the field of gender generalization explores, Croocks & Baur, in 2008 and Mahalik & Convoyer in 2000 expressed that, the disentangled originations of the social parts of males and females, manage the practices that are "appropriate" for every gender. As an instance, the generalization proposes that womenfolk ought to be delicate, uninvolved, and residential, while men are expected to have qualities, for example, forcefulness, physicality, and stoicism. Their discoveries showed that the more the members believed in biological factors, the more they saw contrasts between the genders, and the more they accepted that gender contrasts were permanent and in this manner hard to take out. By differentiation, convictions in social causation were identified with view of more variability inside of each gender.

Moderately, (Kirchmeyer, 2002; Diekman et al., 2005) cleared that gender stereotypes are convictions about the qualities of an ordinary man and ordinary woman. Because of their vicinity, menfolk are seen as more dynamic, influential, activity situated, emphatic, and able, while womenfolk are seen as kind, sensitive, sympathetic, steady, and supporting, as they regularly possess caring role.

A few research have proved a generalization of the "typical" male and female crosswise over gatherings contrasting in gender, age, education and matrimonial status (Ridgeway, 2001; Neubert and Taggar, 2004; Krefting, 2002). These research have demonstrated that customarily manly qualities by and large are thought to be more decidedly esteemed than generally ladylike attributes. These conventional gender generalizations portray men as high in characteristics that reflect fitness, while women are appraised higher in qualities that reflect warmth or expressiveness.

In particular, conventional gender generalizations portray men as compelling achievers, skillful, intense, dynamic, sincerely steady,

autonomous, and discerning, while women are by and large saw to be deficient in those characteristics (Becker et al., 2002; Heilman et al., 1995). Traditional gender generalizations delineate women as lacking in qualities accepted important for managerial achievement (Eagly et al., 2003; Vecchio, 2002). These conventional gender generalizations have been extremely impervious to change (Dodge et al., 1995; Ruble et al., 1984).

The researchers in the field of gender generalization declare that gender generalization is a dynamic idea and from this point of view they recognized two perspectives. The principal perspective shows that gender generalizations are generally steady over a period of time and the average representations of males and females hold on notwithstanding when there is a considerable variation in gender roles over time (Lueptow, Garovich-Szabo & Lueptow, 1995), while the second holds that consensual convictions about males and females change as an outcome of varying communal roles (Diekman et al., 2005).

Michel and Hambrick (1992) argue that in vertically incorporated and related-constrained organizations, there is a need for quite internal communication through cooperation, negotiation and teamwork. This communication process is greatly assisted if top team members have a well-developed relationship and a common outlook and language (Michel and Hambrick, 1992). On the contrary, consistency is not as important in conditions of low interdependence, as in these organizations, top team members occur as separate technical resources rather than as coordinative units (Michel and Hambrick, 1992).

The thought that gender generalizations are steady psychological framework is in accordance with the conceptualization of generalizations as steady identity qualities (Lueptow et al., 1995). On the other hand, later longitudinal examination demonstrates that adjustments in employment surroundings does effect on gender generalizations (Kirchmeyer, 2002) and in this way bolster a certain versatility of gender generalizations. In addition, investigate on element generalizations (Diekman et al., 2005; Diekman &

Eagly, 2000) demonstrates that adjustments in social parts actuated by economic transitions or political lead to modifications in gender generalizations.

Gender generalizations direct that women ought to act uniquely in contrast to men and that women ought to be sustaining and service focused (public sector), however not extreme and accomplishment focused (agentic). Deviations from these recommended practices in employment surroundings sparks dissatisfaction and undesirable responses (Heilman, 2001) for instance, woman administrators showing a manly as opposed to a ladylike initiative smartness have found to provoke lower energy and to create desires of lower fulfillment between workers (e.g., Jago & Vroom, 1982; Bartol & Butterfield, 1976).

2.6.3 Gender Stereotype and Leadership

From an administrative point of view a lot of researchers examined the impact of gender generalization on individuals impression of male and female in the association structure and individuals view male and female administration, as per (Hewlett, 2007; Bailyn, 2006; Acker, 1990), they said that numerous underestimated hierarchical highlights mirror men's lifestyle and circumstances, thereby being troublesome for females to proceed and stick with it to authority in light of the fact that most authoritative framework and employment practices were composed when womenfolk had just a little vicinity in the employment power.

The outcome is an endless loop: People see menfolk as better fit for initiative parts incompletely in light of the fact that the ways to such parts were planned on account of men; the conviction that menfolk are a superior fitting therefore pushes more menfolk into administration parts, which thusly strengthens the recognition that menfolk are a superior fitting, leaving gendered practices in place.

Besides, alluding to the administration parts, qualities of effective administrators are nearly connected with the commonplace male picture.

Research broadly investigated the substance, precursors and results of gender generalizations in administration, and the "think-manager-think-male" generalization got abundant consideration (Sczesny, 2003). The center contention in this field of research is that the investigation, assessment, and attribution of administrative occupations are influenced by the consistency or incongruence of gender roles and administrative parts desires.

All the more particularly, role congruity hypothesis (Eagly & Karau, 2002) contends that "the biased conduct of blocking women from consenting to top administrative positions in advanced associations is the consequence of incongruent desires concerning two arrangements of social parts: gender and administrative. Administrative exercises are connected with the typical man as opposed to with the typical woman. Women are thought to have second rate administrative aptitudes to men and to be altogether less effective than them in these positions (Eagly & Karau, 2002; Schein, 2001; Sczesny, 2003)".

Different research have likewise demonstrated that hierarchical individuals view female initiative adversely (Morrison et al., 1985). These damaging view of woman leader may originate from part incongruence (Reed, 1983) that happens when a female displays practices anticipated from a leaders.

In light of the contrarily of the gender generalization of females and the perspective of powerful leaders, woman leaders are seen in an unexpected way, frequently all the more adversely, than men leaders showing the same practices (Atwater et al., 2001; Carli and Eagly, 2001). A woman leaders is prone to get clashing messages about how individuals anticipate her to act, and in light of the fact that these messages express contradictory desires, e.g. "a leader, but feminine", a female leaders failure to meet these desires can prompt disappointment with her achievement.

Another element that can be identified with the content of the gender generalizations in administrative exercises is initiative style. A few experimental research demonstrate female leaders all the more as often as

possible embrace "a transformational authority style", while menfolk receive "a more transactional leadership style".

As indicated by these outcomes, a significant piece of the socially shared generalization with respect to female manager is that they are more relationship oriented and less task-oriented in examination to menfolk's managers. Accordingly, "womenfolk in high ranking positions are regularly seen to have a transformational leadership style and to be more relationship-oriented and less task-oriented in regards with men" (Sczesny, 2003; Eagly, Johannesen-Schmidt & Van Engen, 2003).

The case that gender generalizations are in charge of one-sided assessments in associations is not new. Gender generalizations have often been utilized to clarify why womenfolk are not enlisted into high ranking jobs prompting authoritative force and glory. (Heilman, 2001). Research has over and again shown gender predisposition in worker choice procedures (see Dipboye, 1987; Davison & Burke, 2000; and Olian, Schwab, & Haberfeld, 1988, for surveys), with menfolk's candidates for the most part suggested for contract and seen as more prone to thrive than womenfolk candidates with the indistinguishable qualifications when employments are menfolk's in sex-type.

There is reliable proof that women and men vary in a few qualities that may clarify gender contrasts in administration for moment, a great supervisor is depicted overwhelmingly by manly traits (Powell & Butterfield, 1989; Heilman, Block, Martell, & Simon, 1989; Schein,) this issue and that characteristically male qualities are thought important to being a fruitful official (Martell, Parker, Emrich, & Crawford, 1998). It subsequently appears that are most upper level supervisors men, as well as thought to be a manly business.

Exploration has demonstrated that in spite of creating the indistinguishable employment item as menfolk's and womenfolk's employment is regularly viewed as sub-par. Indeed, there have been numerous examinations in the psychology of organization that validate the

way that unless the nature of the employment item is undeniable, womenfolk's achievements are underestimated when contrasted with those of men (see Nieva & Gutek, 1980; Heilman, 1983, 1995). In addition, it gives the idea that the more womenfolk's are seen in generalized terms, the more probable this is to happen (Heilman & Stopeck, 1985a).

The outcome is a misfit between the female gender role and the apparent prerequisites of the administration part (Heilman 2001). As past exploration has indicated, role-incongruent conduct frequently obliges social authorizations and dissatisfaction (Wood et al. 1997). Consequently, women who endeavor to accomplish an initiative position are more inclined to role conflict than their male partners (Eagly et al. 1994). They hazard negative social responses as their yearnings may be judged as abusing traditions of appropriate female behavior (Eagly and Karau 2002). Also, female leader have a tendency to be judged as more threatening (e.g., naughty, childish, and bitter) than their male counterparts (Heilman et al. 1995).

Hofstede (1980) contended that the leaders who add to the administration practices focus the level of male or female values in those works on as per the overwhelming ones in a specific nation. Womenfolk in high ranking jobs will just push the feminine ideals and principles up to the level of characteristic acknowledgement in a nation's culture, yet scarcely any further.

As per Scott (refered to in Brandser, 1996, p. 14), "*Man is the hidden reference in language and culture; women can only aspire to be as good as a man; there is no point trying to be as good as a woman*". The focus in this examination is to study the impact of individual's perception on leadership characteristics whether it is a feminine or masculine attributes and to what degree it assumes a part in elevating women to initiative positions in the association.

2.7 Leader's Origin (Insider vs. Outsider)

Leadership origin has been dichotomized into insiders and outsiders. An insider originates from inside of the association. An outsider has no present livelihood ties with the association. There are focal points and drawbacks connected with both.

An insider already has knowledge of the association and is thought to be in a superior position to venture in and take control since they "know-the-ropes" (Zajac, 1990). Case in point, "*a board of directors may incline toward an insider swap consequently furthermore on the grounds that they are now acquainted with his or her experience* (Zajac, 1990). *Then again, contentions for supplanting a leader with an outsider recommend that insiders just sustain poor hierarchical execution on the grounds that they are obliged by numerous current constituent connections and are consequently incapable in actualizing the imperative organizational change* (Boyd, 1994)".

Experimental proof proposes that there are both advantages and disadvantages connected with insider progression. Zajac (1990) discovered backing for a positive relationship between insider substitution and firm execution while Khanna and Poulsen (1995) discovered no business sector response to the source of the leader.

Utilizing a power circulation theory of control, Shen and Canella (2002) discovered convincing confirmation that outsider leader was adversely connected with post leadership performance. These researchers contended that the outsider leader needs organization-specific information and backing from officeholder constituents needed for the leader to start and encourage the activities important to enhance execution. While outsiders had a critical negative impact on execution, insiders had no noteworthy impact on execution.

Investigations of mature markets recommend that inside and outside successors not just bring diverse sorts of information and expertise additionally change in their access to network assets and in the way they are

seen by stakeholders (Thornton and Ocasio, 1999; Cao, Maruping, and Takeuchi, 2006), specially that women considered more risk averse when they receive less latitude for making mistakes in the learning process (Bell & Nkomo, 2001; Foschi, 1996),further curtailing experimentation (Kanter, 1977).

These varieties influence the degree to which firms have the capacity to adjust and schedules are upset, bringing about diverse organizational results (Kesner and Sebora, 1994).

Leaders delegated from outside the family are considered to upgrade the company's human capital as they are chosen from a bigger pool of candidates (Bennedsen et al., 2007). New leaders may be better ready to adjust to change in turbulent situations (Tushman and Rosenkopf, 1996). Interestingly, leaders advanced from inside of the association are contended to have better access to internal network resources that are critical for the leadership transition process (Cao et al., 2006).

Insiders have all the more firm specific knowledge, which guarantees less interruption when they start vital change (Zhang and Rajagopalan, 2010). They are more averse to be seen as contenders for power and thus pose less threat to existing coalitions, subsequently encouraging the transition (Shen and Cannella, 2002).

On account of female leaders we contend that being an insider is advantage. Individuals have a tendency to depend on past encounters or generalizations when a circumstance is new, vague, or unpleasant. In light of this, individuals are less inclined to depend on generalizations when they manage a person that they know well or in the event that they are in circumstances in which they have had past experience. Hence, the more well-known female successor is to her organization, the more probable that she will be judged on past impressions and execution, not on generalizations.

2.8 Conclusion

Based on the previous research, that has been looked into one can say that there is a glass ceiling present in various organization. This research will look into how much of this glass ceiling is present in IAA using the factors of Organizational Culture, Gender Stereotype and finally the Leaders Origin

Chapter 3

Methodology

3.1 Introduction

This chapter highlights the methodology followed to meet the purpose of the exploration. The chapter looks at the research plan and steps that have been taken to satisfy the desired objectives. The accompanying sections handle the population sample, the sampling procedures and the instrument used along with their validity and reliability, and finally discussed the data collection.

3.2 Research Design

The investigation methodology utilized for this will be quantitative as opposed to subjective. Quantifiable data are being amassed and analysed in quantitative investigation while subjective examination focuses on gathering of basically verbal data rather than estimations. Collected information are then broken down into an interpretative way, subjective, impressionistic or even diagnostic. Since this poll has quantifiable data quantitative exploration style will be utilized.

The interpretative and educational style of the methodology enabled the examiner to proficiently change the gathered rough data into an exhaustive gathering of information that could then be surveyed from positions included by the study's general and specific focuses.

This examination is planned as an indisputable with a clear nature investigate that relies on upon quantitative strategies, keeping in mind the end goal to inspect the relationship between women and the barrier they face.

A self - controlled survey with five focuses Likert scale used to pick up the important information from a conveniently selected sample. The procured information will be broke down utilizing SPSS.

3.3 Identification of Variables

The dependent variable in the study is "creating the glass ceiling in leadership positions" while the study independent variables incorporate association's culture (homo-social, conventionalist), gender generalization (masculine characteristics, female characteristics) and leader's origin (insider, outsiders).

Former literature has recommended that few context oriented factors in addition Organization's culture, Gender generalization and Leader's origin can influence designating women to leadership positions (for a review of this literature, see Kesner and Sebora, 1994). These other logical variables incorporate gender, marital status, and prior leadership experience and education level. Each of these context oriented variables serves as control variables in the present study.

The following terms are presented and characterized clarify their specific usage within the study and to aid the reader's comprehension of the problems presented:

- Glass Ceiling: The glass ceiling is characterized as those counterfeit obstructions in view of attitudinal or hierarchical predisposition that keep qualified people from progressing upward in their association into higher administration level positions (The Labor Department, 1991).

- Job Position within the Hierarchy: This expression is characterized as the place of a given individuals occupation on a corporate organizational chart. Such position answers the inquiry, is this position management level; and assuming this is the case, is it entry level supervision, mid-level supervision, or high ranking job. As to this study, occupation position inside of the chain of command is self-reported by the respondent.

- Organizational Culture: Prefaced on homo-sociability, where men are open to working with other men, and traditionalist society where womenfolk perspectives are not wanted and overall womenfolk are "less well regarded" just on the grounds that they are women (Currie and Thiele 2001).

This independent variable will be tested by ended questions such as "Does having women in senior management make a difference or not really?" Yes (0) No (1) "Do you prefer to employment with men or women?" Yes (0), No (1). Such data is also used to look at the existence of alternative discourses and at the limits and possibilities for change.

- Gender stereotype: "*the representatives observation to ladies in authority position, the recognition that delineate men as high in characteristics that reflect capability (manly attributes), while ladies are appraised higher in qualities that reflect warmth or expressiveness (female qualities)* (Becker et al., 2002; Heilman et al., 1995)."

- Leader's origin was categorized into the traditional two levels: "insiders versus outsiders. Insiders are thought to be leaders who were utilized in IAA preceding being employed as a supervisor, and outsiders are thought to be representatives who were working in the organization prior before their being contracted as manager or general manager. A bogus variable is utilized, with 0 speaking to an insider and 1 speaking to an outsider."

- Gender of respondents: A bogus variable will be utilized, with 1 speaking to female and 0 male.

- Prior authority encounter: A bogus variable is utilized to measure earlier leadership experience, with 0 meaning that the new manager had no prior leadership experience in the organization and 1 indicating that had prior experience in the ministry.

- Education level: Education level was surveyed as the highest diploma obtained on a 10-point ordinal scale ranging from 1= No diploma to 4 = Master and Doctoral.

3.4 Conceptual Framework

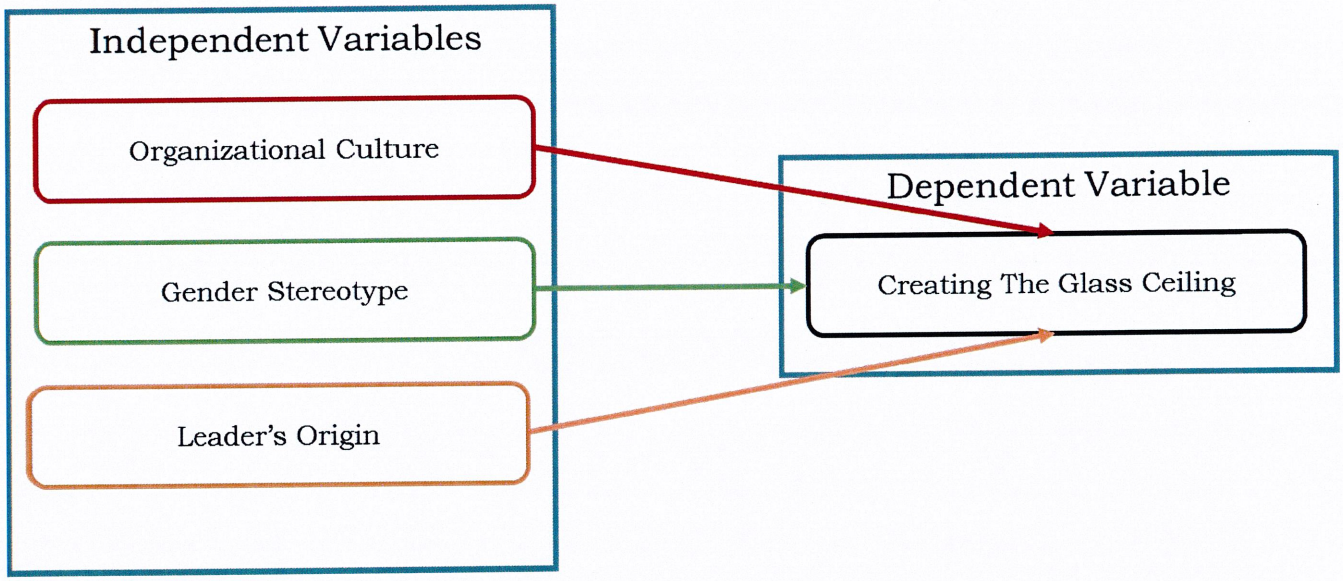


Figure 3-1: Conceptual Framework

3.5 Population and Sampling

The Information Authority Affairs (IAA) have been selected to conduct this study. IAA is one of the authorities that under the control of the government of Bahrain. IAA has a total of (836 personal) that construct the population of this research.

Due to the time and cost limitation, a convenience sample has been used to conduct this research, it would be favorable to use a probability sampling technique, but to do this a list of all IAA employees has to be provided and this was difficult due to the limitation in time, cost and also due to the IAA's organizational privacy rules and procedures.

3.6 Sample size

A collective of 150 respondents were considered for the study. Based on the calculation it was found that the total sample size should be 107. The computation for this research was done in the following site http://www.surveysystem.com/sscalc.htm

Response rate 107/150

3.7 Data Collection

A constructed questionnaire will be designed for this purpose includes close questions testing the research hypothesis. Questions will focus on the independent variables in this research which they are, organizational culture, gender stereotype and leader's origin besides the other control variables.

To simplify the data collection, the study used Google web services to design the questionnaires in both Arabic and English. Google systems have been also used to collect the data. A group of IAA'S emails has been collected. A questionnaire link has been sent to the respondents by email where the respondents can directly answer and submit it through the internet. The respondents have been asked to distribute the questionnaire to their colleagues in the IAA. The total collected sample reached (107) satisfactory responses.

In this exploration, the essential information will be gathered through quantitative system that analyze this conceptualization prepare with a specific end goal to give basic data for the comprehension of the relationship between gender role and the under representation of women in leadership positions in IAA and to recognize the variables influencing the appointment of women in high-ranking jobs. In this research's secondary data will be collected from three sources:

1. From central information organization in Bahrain on the overall percentage of women in Bahrain census.

2. From Supreme Council for Women (SCW) of the percentage of women in senior positions in a in both private and public sector

3. Data from human resource department on the overall percentage of women in IAA and those in high-ranking jobs.

3.8 Instrumentation

Questionnaire will include three sections. First section asked questions related to independent variable which is organizational culture, leader's origin and gender stereotype .Then second section about the dependent variable the glass ceiling in leadership positions , and Third section was about section is about demographics which included age, gender, and education level along with the years of experience at employment.

3.9 Limitation

There were some limitation for this study which was out of control and they need to be resolved for any further study in the future. For such type of study the researcher needs a plenty of time to read about the topic in the literature and also need a sufficient period to design the study and longer period to collect the data. The research has been done in a very limited time frame because it was committed to a specific date of submission the limits the researcher to depend on limited literature resources and also affect the quality of the design and data collection.

Information accumulation technique and the number of gathered sample will be considered as limitation of this study. The IAA privacy rules limit the capability to perform a better collection method like probability sample.

Chapter 4

Data analysis and Findings

4.1 Introduction

This section will look at the results that have been collected from the questionnaire that was distributed and based on the result conclusion will be drawn on.

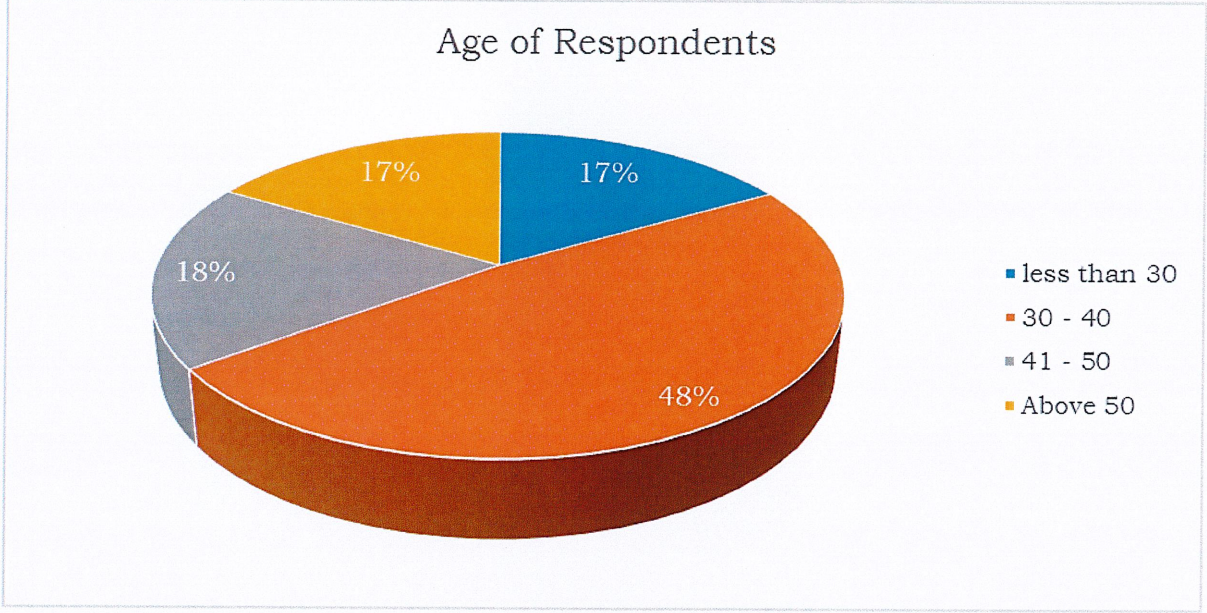
Reliability analysis was used to measure both substance and internal stability of data. The Cronbach's Alpha is a measure that ensures the inter-item consistency and reliability coefficient that shows how well items in a set are positively correlated to one another. The co-efficient of Cronbach's Alpha that are less than 0.6 are generally considered to be poor, those in the 0.7 range is considered to be acceptable, and the values over 0.8 is said to be to be good; the closer the reliability coefficient gets to 1.0 is better. Cronbach's Alpha for this research is 0.997 which is above 0.8 and hence the data collected for this research were considered to be internally stable and consistent, Chuthamas Chittithaworn (2011).

Table 4-1: Leaders' Origin

Reliability Statistics	
Cronbach's Alpha	No of Items
.997	4

4.2 Demographic Analysis

Figure 4-1: Age of Respondents



This figure above i.e. figure 4-1 looks that the percentage of respondents age, based on the report it is evident that majority of the respondents i.e. 48% were I the age limit of 30 – 40. It is interesting to see that the respondents were from a mixed group and this will be useful as the result will not be one sided nor will be biased.

The figure shown below i.e. figure 4-2 looks at the gender of the respondents. As per the result majority of the respondents were male i.e. 69%. The female participation in the questionnaire was just 31%. This has definitely hampered the study, the result should have been the other way or the percentage from females should have been much higher. This result could look a different way and far away from reality. The low participation by female's respondents is not a good indicator. The questions that raises are does Information Authority Affairs have sufficient female staffs or are they under represented there as well. The other thing to ask here is even if there is a good number of female representatives, were they not given the chance to take part in this questionnaire.

Figure 4-2: Gender of Respondents

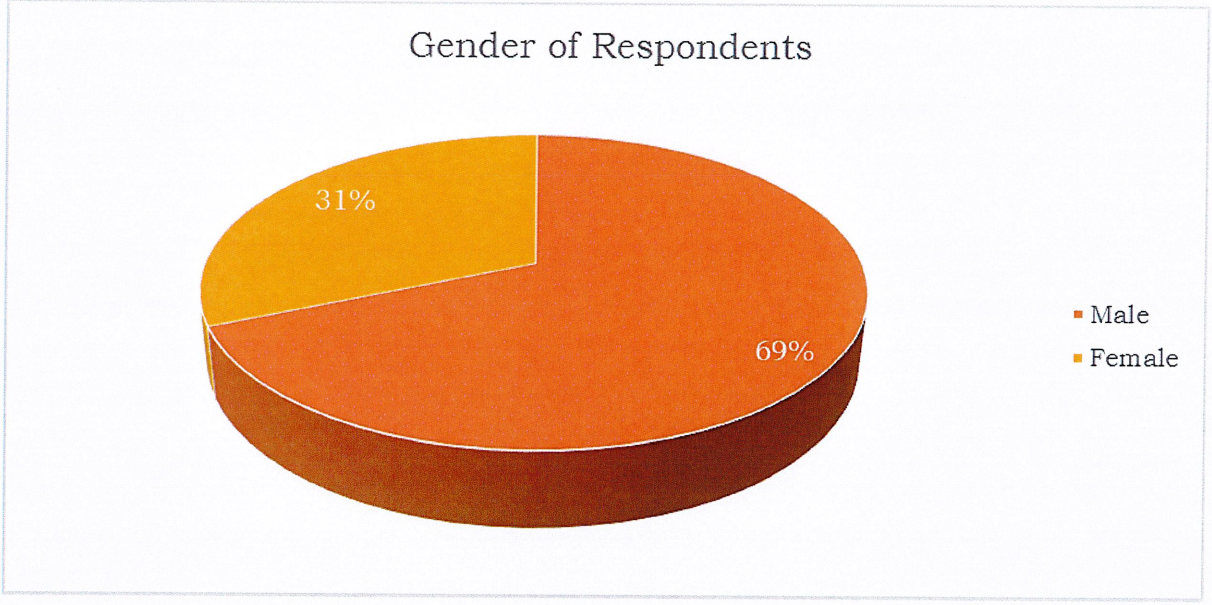
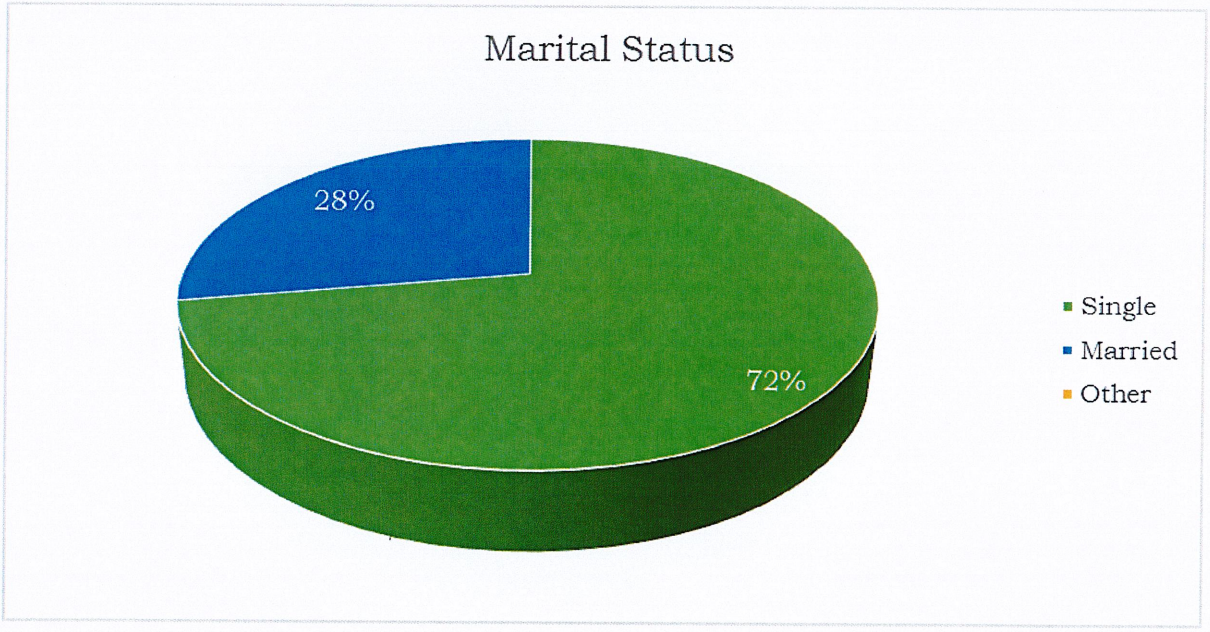


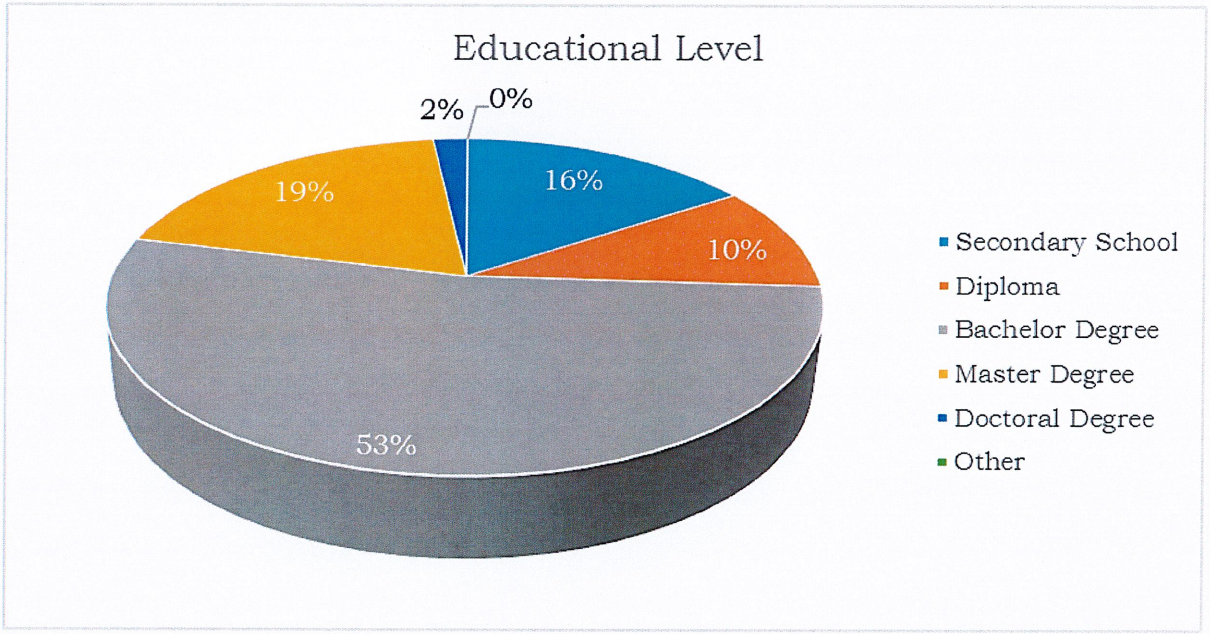
Figure 4-3: Marital Status of Respondents



The figure above i.e. figure 4-3 shows the martial status of the respondents. From the results, majority of the respondents i.e. 72% are singles while the remaining are married. This result reflect employees' perception towards leaders married women, the subject of this research. Previous studies showed evidence how marriage entailing greater social responsibilities outside the workplace for women (e.g., Hoobler, Wayne, &

Lemmon, 2009) that promote perceptions of married women as less suitable for employment compared to single women.

Figure 4-4: Educational Level of Respondents



The figure above i.e. figure 4-4 shows the education level of the respondents, it is important to note that all the respondents do have some sort of education. So why is it important that they have education? While taking part in the questionnaire it is important that they know what they are being part of. It is also important that they understand the questions and then answer it, rather than just ticking or selecting and answer. At the same time it is also important to note that majority of the respondents i.e. 53% were bachelor's degree holder. It shows that Information Authority Affairs believes in having the right people for the job. Having education does not mean that they are the right people, but it means that they can be trained and given responsibilities be it male or female. This also means that they can be empowered.

The figure below i.e. figure 4-5 shows the overall working experience of respondents who are part of the IAA. A mixed group of responses from the respondents shows that there is a wide range of experience group in the

organization that having the right knowledge and skills would help a person to find a job in the ministry.

Figure 4-5: Overall Working Experience of Respondents

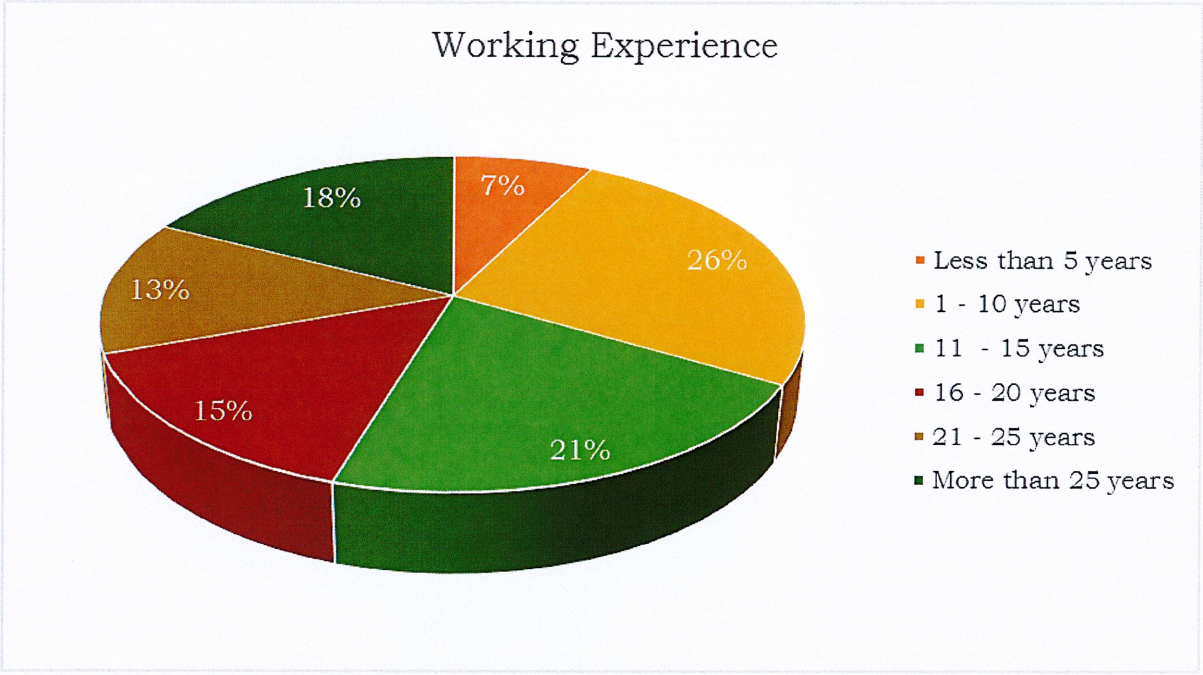
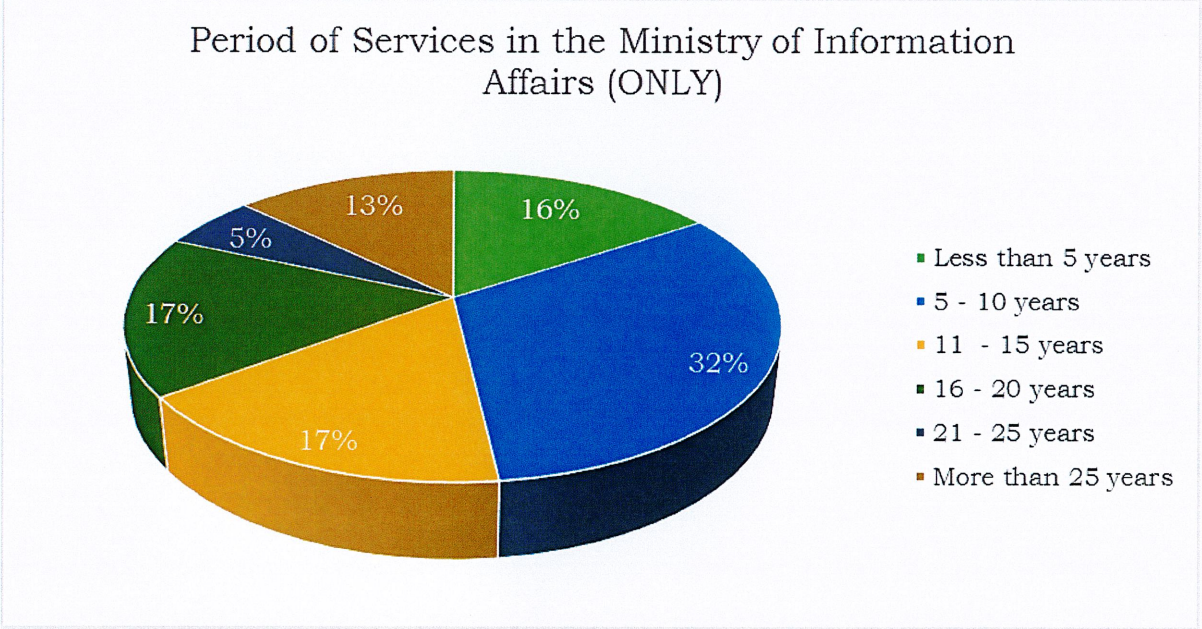


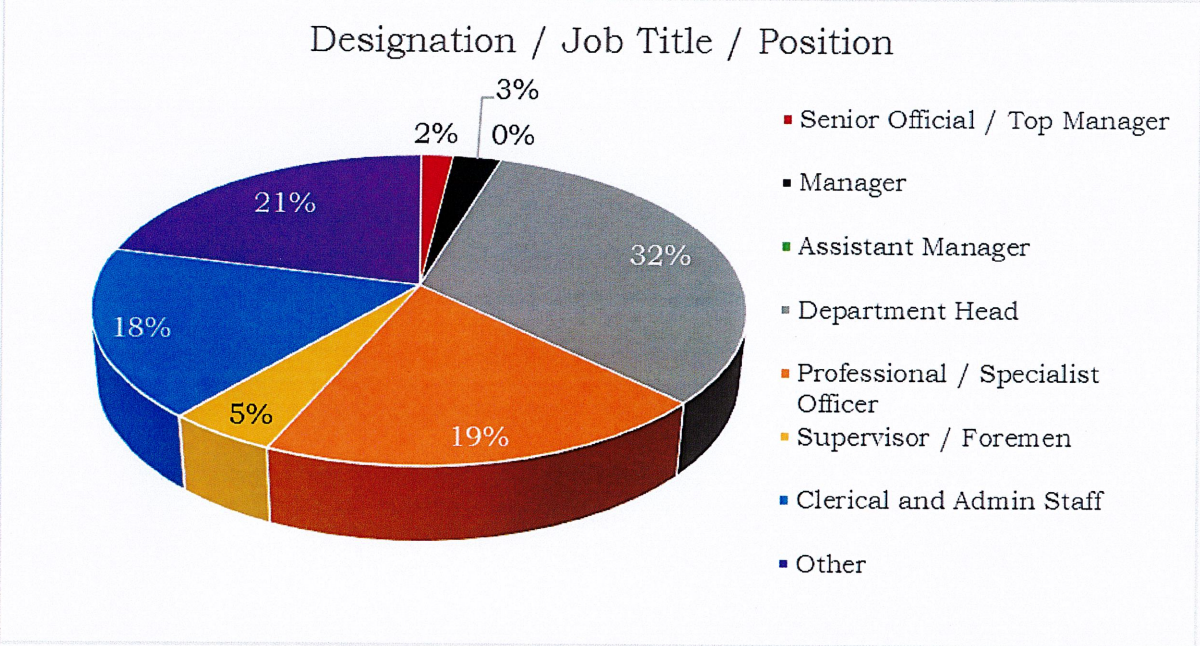
Figure 4-6: Working Experience of Respondents in IAA



The figure above i.e. figure 4-6 is what is of real importance. The pie chart shows the working experience of respondents in IAA. Majority of the

respondents i.e. 32% have been with the organization for 5 – 10 years. There is a small number of respondents who have been with IAA for more than 25 years. This indicates that IAA is providing a good working environment, however the question to be asked here is out of that 13% how many of them are female staffs. As stated before since the number of female respondents were less, this result could not be promising to show that females number of staffs are high and have been in IAA for more than 25 years.

Figure 4-7: Designation / Job Title / Position of Respondents



The figure above i.e. figure 4-7 shows the job title of the respondents who were part of the questionnaire. It is interesting to see that only 2% were Senior Official or Top Managers, while the majority of them i.e. 32% were department heads in organization. The question that has to be raised here is out of the 2% senior officials, how many of them are female staffs or out of the 32% of department heads how many of them are female staffs.

The table below shows how mean will be interpreted in this study. From here on various factors that were considered will be looked upon.

Table 4-2: Mean Interpretation

Mean Range	Interpretation
4.51 – 5.00	Strongly Agree
3.50 – 4.50	Agree
2.51 – 3.50	Moderately Agree
1.51 – 2.50	Disagree
1.00 – 1.50	Strongly Disagree

Table 4-3: Organizational Culture

No.	ITEMS: Organizational Culture	Mean	Described Interpretation
1.	There Equality in recruitment, selection, and promotion of managers	2.81	Moderately Agree
2.	There is an equal training and development opportunities are provided for managers regardless the gender.	3.18	Moderately Agree
3.	Both men and women managers are equally identified.	2.68	Moderately Agree
4.	Both men and women managers are well recognized.	3.00	Moderately Agree
5.	Both men and women managers are well rewarded.	3.00	Moderately Agree
6.	No gender gap when receiving support from their superiors and peers	2.96	Moderately Agree

7.	Gender has no role in organizational culture and both men and women or equal	3.17	Moderately Agree
8.	Women's career progress is hindered by existence of male culture	2.67	Moderately Agree
9.	Women's career progress is halted by male executives' decisions	2.71	Moderately Agree
Overall Mean		**2.98**	**Moderately Agree**

Both female and male respondents have given this opinion that the organizational culture has influence over women's leadership roles in IAA. This is shown by the mean value in the range of 2.51 – 3.50.

Table 4-4: Gender Stereotype

No.	**ITEMS: Gender Stereotype**	**Mean**	**Described Interpretation**
1.	Men and women possess same career skills and aptitude	3.20	Moderately Agree
2.	Both men and women managers are effectively informed.	3.10	Moderately Agree
3.	There is no communication gap between both men and women managers.	3.52	Moderately Agree
4.	Both men and women executives are uncomfortable to criticize their team members and peers	3.13	Moderately Agree
5.	No gender difference exist when they take big risks for corporate success	3.03	Moderately Agree
6.	Women are underestimated of their power to the translate company values, goals and brand identity into actions choice.	2.95	Moderately Agree
Overall Mean		**3.12**	**Moderately Agree**

Both female and male respondents have moderately agreed that the gender stereo type factors have influence over the women leadership roles in IAA. This is shown by the mean value in the range of 2.51 – 3.50.

Table 4-5: Organizational Glass Ceiling Leadership

No.	ITEMS: Organizational Glass Ceiling Leadership	Mean	Described Interpretation
1.	Equal career growth opportunities are available for both male and female	3.52	Agree
2.	Male and female managers are cooperative to one another and the gender gap doesn't exist.	3.32	Moderately Agree
	Male and female managers possess equal responsibilities and the gender gap doesn't exist.	3.10	Moderately Agree
3.	Male and female managers demonstrate commitment to their work.	3.10	Moderately Agree
4.	Women are unwilling to accept managerial role	1.95	Disagree
5.	Women are underestimated of their power to the translate company values, goals and brand identity into actions choice.	3.52	Agree
Overall Mean		**3.21**	**Moderately Agree**

The respondents have moderately agreed and gave their opinion that all of glass ceiling factors are influential 2.51 - 3.50. At the same time they have disagreed with the statement of women are unwilling to accept managerial role is shown by the mean value of 1.95.

Table 4-6: Leaders' Origin

No.	ITEMS: Leaders' Origin (social and personal factors)	Mean	Described Interpretation
1.	A woman from within the organization has chances to hold a leadership position.	2.83	Moderately Agree
2.	A woman from within the organization doesn't have to work hard and struggle to be promoted to a leadership positions.	3.18	Moderately Agree
3.	A woman from within the organization is better to be appointed to a leadership positions in the organization than those from outside the ministry	2.45	Moderately Agree
4.	The decision in IAA concerning the appointing a woman from within the organization is a positive managerial decisions.	3.72	Agree
5.	Women are underestimated of their abilities to translate company's values, goals and brand identity into actions.	3.89	Agree
Overall Mean		**3.18**	**Moderately Agree**

The respondents have indifferent opinion about how far the Leaders' Origin (social and personal factors) factors which is moderately influential and the mean value in the range of 2.51 – 3.50.

The following table gives the Spearman's correlation coefficient value of the variables that are taken for this research. The correlation coefficient of each variable is close to the value of 1 and is significant. The leaders' origin does not have greater influence over the women leadership and is negatively correlated.

Correlation Test

Table 4-7: Spearman Correlation for Leader's Origin

Factors	*Organizational Culture*	*Gender Stereo Type*	*Glass Ceiling*	*Leaders' Origin*
Organizational Culture	1.000			
Gender Stereo Type	.480**	1.000		
Glass Ceiling	.446**	.588**	1.000	
Leaders' Origin	-.039	.098	-.021	1.000

**. Correlation is significant at the 0.01 level (2-tailed).

One Sample t-test

Table 4-8: One Sample T-Test for Leaders' Origin

Factors	Sig.	t	Sig. (2-tailed)
Organizational Culture	0.694	-.767	.445
Gender Stereo Type	0.020	.246	.806
Glass Ceiling	0.424	-1.605	.112
Leaders' Origin	0.211	1.620	.108

The One Sample t-test was done to find out is there any difference about their opinion; it shows there is no significant difference with the respondents in their opinion. The p-values of 0.694, 0.424, 0.211 which are lower than 1. The level of significance (p-value) of each variable is greater than 0.05. The p value of organizational culture is 0.694 > 0.05; glass ceiling is 0.424 > 0.05 and leaders' origin is 0.211 > 0.05.

An insider already has knowledge of the association and is thought to be in a superior position to venture in and take control since they "know-the-ropes" (Zajac, 1990). On account of female leaders we contend that being an insider is an advantage. Hence and based upon the results it is seen that **H3 is accepted.**

The respondents of the research have the opinion that the female employees in IAA can get better opportunity. Also from the demographic feature it is understood that, the majority of the respondents are 72% are single (Not Married) who have higher opportunity of getting leadership position in the organization, but contradicting to this there is a common perception about, married women are more family centered and are reluctant to accepting responsibilities at work.

Independent T-test

The independent t-test is done to further analyse the data by grouping the respondents on the basis of their gender; female as group 1 and male as group2. The results of the group statistics is given in the Table 4-9.The mean value of each variable of the two groups is very close to one another and there is no much difference between them.

Table 4-9: Mean & Standard Deviation of Respondents based on Gender

Group Statistics

		N	*Mean*	*Std. Deviation*
Organisational Culture	Female	30	2.6600	.95578
	Male	74	3.0486	.94438
Gender Stereo Type	Female	30	3.0933	.51121
	Male	74	2.8730	.48379
Glass Ceiling	Female	30	3.1467	.62573
	Male	74	3.1459	.85387

Leaders' Origin	Female	30	2.8067	.74553
	Male	74	3.0784	.78884

Table 4-10: Independent Samples Test

Independent Samples Test			
Variables	t-test for Equality of Means		
	t	df	Sig. (2-tailed)
Organisational Culture	-1.895	102	.061
Gender Stereo Type	2.070	102	.041
Glass Ceiling	0.004	102	.997
Leaders' Origin	-1.616	102	0.109

The level of significance (p-value) of each variable is greater than 0.05. The p value of organizational culture is 0.061 > 0.05; glass ceiling is 0.997 and leaders' origin is 0.109 > 0.05. This means that there is no difference in the opinion of the respondents about the women leadership in firms. The men and women do have same opinion about organizational culture, glass ceiling and leaders origin, whereas there is a difference in opinion in regards to gender stereo type is 0.041 < 0.05 and this result is same as the sample t-test that was conducted

Hence the focus in this examination is to study the impact of individual's perception on leadership characteristics whether it is a feminine or masculine attributes and to what degree it assumes a part in elevating women to initiative positions in the association and based upon the results it is seen that **H2 is accepted.**

Table 4-11: ANOVA test based on responses obtained

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Organisational Culture	3.336	2	1.668	1.858	.161
	91.597	102	.898		
	94.933	104			
Gender Stereo Type	1.473	2	.736	3.045	.052
	24.665	102	.242		
	26.137	104			
Glass Ceiling	.064	2	.032	.050	.951
	64.578	102	.633		
	64.642	104			
Leader's Origin	1.576	2	.788	1.306	.275
	61.544	102	.603		
	63.120	104			

The mean value of each variable of the two groups is very close to one another and there is no much difference between them. The level of significance (p-value) of each variable is greater than 0.05. The p value of organizational culture is 0.161 > 0.05; gender stereo type is 0.052 > 0.05; glass ceiling is 0.951 and leaders' origin is 0.275 > 0.05. This means that there is no difference in the opinion of the respondents about the women leadership in firms. The men and women do have same opinion about their leadership positions of women leaders.

From the demographic results 69% were male respondents and the researcher is of the opinion that IAA has a homo-social culture which means IAA is male dominated organization which has influence over women leadership.

Hierarchical society is stand out perspective that adds to gender contrasts in authority positions, and that a significant extent of gender contrasts in administration part inhabitance is because of other essential components, for example, unequivocal and certain gender segregation (Eagly and Carli 2007) and based upon the result **H1 is accepted.**

Chapter 5

Discussion, Recommendation & Conclusion

The purpose of this study in to understand the factors behind women underrepresentation on the top of the corporate ladder. A sample of 107 respondents were collected and three factors were studied. First was organizational culture, second was gender stereo type and lastly leaders' origin. This chapter looks at the results in detail along with the recommendations for the situation and what the future work could be for this area of research.

5.1 Discussion

- **Cronbach's Alpha**, the reliability test was performed to measure that guarantees the inter-item uniformity and unwavering quality coefficient that shows how well things in a set are emphatically corresponded to each other. The result in this research was high and from this one can say that the result is acceptable and that conclusions can be drawn from the results.

The first part of the result will look at the Demographic Analysis:

- **Age Group of Respondents:** Based on this it was clearly evident that the response was from a wide range of group and that, due to this the results were not one direction. Experience of those in the higher age group i.e. those in the 17% helps to shed more light on the situation. Based on the result it is clear that the majority of the responses were from people in the age group of 30 – 40 i.e. 48%.

- **Gender of Respondents:** As it was evident from the result that majority of the responses came in from the male i.e. 69%. Even though this research was looking at the issues women face in Information Authority Affairs, the number of responses from them were low. The fact could be that the number of women hired into

employment is low in the Ministry of Information. The second reason could be that maybe they were sufficient in number, but were not given the privilege to attempt the questionnaire either by the superiors or due to job positions. The other question that has to be pondered about is out of the low percentage of women that has answered how many of them are in leadership position? How long did it take for them to reach there? And if they did not reach there, what prevented them from achieving the leadership position? Previous research done by Bullough (2008) and all focused to ensure that only women did take part in the survey. This research papers considered only women respondents in order to ensure the results obtained be true and accurate. Since the recommendation provided be correct and reliable.

- **Marital status of the respondents**: Based on the responses majority of the respondent i.e. 72% were single. Could this be due to the factor that most female are not allowed to work after marriage or is it that they find it difficult to manage both work and family? This could have been better answered if the number of female responses were high. But since the numbers of responses from female are not high and that the male percentage is more, the above said reason cannot be measured or validated. Previous research paper by Bullough (2008) also suggests that married women are not given an option to work; this could be due to the culture or due to the family mentality. This is also seen in the report by Kingdom of Bahrain and ILO, (2002). The report says that women are forced to leave the workforce once they are married.

- **Educational level of the respondents:** As per the understanding most of the respondents were educated personals. The highest percentage of respondents was those who held Bachelor's Degree i.e. 53%. While the least percentage were those who held a Doctoral Degree. This means that they took part in a survey and had a clear idea so what they were undertaking. The answers that have been

given are based on their understanding and simply not random choices. This also means that the result that has been obtained out here can be considered relevant and strong. Since most of them are educated this also give them a chance to differentiate between what is right and wrong along with being able to take decision that would be best for the situation. This will also help the manager to give them freedom. Having education does not mean whatever a person does is right, but what it means is that they can be trained. This is also seen in Way and Joan, (2013), in this previous research it is found that women do have education and that they are educated. So one can say women are encouraged to take up education, this will also help them to move forward.

- **Working experience of the respondents:** Based on the result it is clear that most of the respondents have working experience and this is good as this shows that respondents who have experience do have certain level of capabilities and can perform tasks better. Very few people have less than 5 years of experience i.e. 7%, but the important thing one has to ponder is out of the people who say that they have more than 25 years of work experience i.e. 18%. The highest group of respondents were in the group of 11 – 15 years which had 21%. The question that has to be asked here out of that percentage of available respondents who have more than 25 years of work experience, how many of them are female respondents? Since this cannot be completely understood due to the higher percentage of male respondents. Previous research by Way and Joan, (2013) had a question and response that was obtained was a bit of shock. The question that was asked whom they prefer to work for. The respondents that is 38% said they prefer men as leaders and only 8% said they prefer women. The remaining was neutral to the choice of leadership. So one can say even if women are given the opportunity to work their colleges and the subordinates might not

prefer to have them as the leaders. This could be one of the reasons why women are not given much position.

- **Work experiences the respondents:** (have just in Ministry of Information). It is evident that the number of respondent who have taken part in this survey do have sufficient level of experience in the Ministry. Once again this does not help the research much as majority of the respondents were male. So even if there is a large number of respondents who have high number of years of experience, how many of them are females is the most important thing that needs to be asked. The majority of the respondents had 5 – 10 years i.e. 32%. The least group were those in the group of those in 21 – 25 years who were a mere 5%, but those who had more than 25 years of work experience were 13%. This cannot be linked or compared with other research as this is done for a specific Ministry in Bahrain.

- **Designation the respondents:** It was not clear which position had been or was held by female respondents, nor can one say that the result is good. Another defect in this is the respondent who held the lower ranks were more in response, and that the ones who held the higher position were the least. Now out of the available percentage how many of them are female respondents. The highest groups were those who held departmental position i.e. 32%, while those who held the senior official position or top managers were a mere 2%. One can also note that the percentage who held manager position is at a 3%. This result need not be seen as negative. In any organization the number of managers is lower in number than those of head of department.

The second part of the result will look at the factors that were considered on the conceptual framework:

- **Organizational culture:** From the response it was understood that the culture in the organization i.e. the Ministry of Information has an openness to women being promoted to the leadership position and that they want to ensure that there is a healthy mix of gender population. The overall mean was found to be 2.98 which is moderately agree. But at the same time it had to be noted that the respondents do agree that women career progress is hindered by existence of male culture and also due to the male executive's decisions. It is interesting that even though the majority of the respondents were male, they openly agree that there is an issue and that there are barriers for women to achieve leadership position in the organization. This is in line with the previous study done by Metcalfe (2007), this study does show that the culture of organization in Middle East is a barrier for women in coming leaders in many of the organization. This is the same as per Hearn et al., (2006) the authors of both the paper says that a culture of a country and an organization does play an important role. Kingdom of Bahrain and ILO, (2002) report also suggest the same that culture in the organization is one of the concern that prevents women from obtaining leadership position in most of the companies. All these reports are in line with this research. Thus one can say that there is an issue with the culture of the organization that prevents women from achieving leadership position.

- **Gender stereotype:** It is interesting to see that the respondents do agree that both men and women managers are effectively informed and that there exist no communication gap between both men and women managers. The overall mean of this was found to be 3.12 which is moderately agree. This means that information sharing is not restricted to just the male or to just female, but rather depending on the position and need. At the same time the respondents who are

mainly males do agree that women are underestimated of their power to the translate company values, goals and brand identity into actions choice. This could be due to the culture of the organization or society. Previous research done by Way and Joan, (2013), does show that women are underestimated of their power to the translate company values, goals and brand identity into actions choice. This was also found in this study. Respondents did feel that women were not trusted to the same level as that of their male counterparts. In another one study by Appelbaum, et al., (2003) the researcher say that there is a gap in communication between the male and female, this is contradicting with our research. This could be due to the nature of the work or could be also due to the culture of the organization.

- **Organizational glass ceiling leadership:** The most interesting thing to note is that the respondents do disagree that women are unwilling to accept managerial role, this shows that women are willing to take one-step ahead in order to ensure that they can be promoted to the leadership position. As stated before it is important that the respondents who do disagree to this were majority male. This means they do know that if women are given leadership position they will accept it and they may be able to bring out better results. It is also stated by the respondents that women are underestimated of their power to the translate company values, goals and brand identity into actions choice. This needs to change and this can only be changed by having a culture change in the organization. In a previous study done by Delobbe et al., (2005) at that time it was found that women did not have much opportunity but as time evolved, women were given more chances to work. This is evident in a report by UNDP, (2005) and also by Al-Lamki, (2000) women representation in workforce is on the rise. This is in line with the result of the study. As the respondents do agree that there is an equal career growth opportunities are available for both male and female. At the same

time a report by Kingdom of Bahrain and ILO, (2002) as stated before does say that there is a barrier and that contradicts with this study. But it has to be noted that it was in 2002 that this report came out, incase if the same is reviewed now, there could be change in the perspective.

- **Leader's origin:** As per the responses it is clearly understood that women who have been working with the organization for a long time do have a better chance in getting to a leadership position than those from outside the ministry. The overall mean was 3.18 which is moderately agree. This shows that if women employees have the required capabilities and the talents then they have a better chance of being promoted and obtaining a leadership position. In a study by David et al., (2004) and in another one by Steven et al., (2003), the researchers say that those leaders within the organization have better chance of succeeding that those from outside. The reason for this is that those selected from within an organization have a better chance since they are already familiar to the rest of the team and that they will have a better rapport with them. Tiina and Maarit (2013) and Oliva (2011) have a different look on the topic, as per their research they say that an outsider can survive and can be a good leaders provided that they have skills required to be a leader, at the same time they also do agree that the teams will accept a new leader if he is within the company or in other terms know as insider.

5.2 Recommendation & Conclusion

5.2.1 Recommendation

Information Authority Affairs

- Ensure that women have a certain number of employees employed or hired for jobs. This at the same time does not mean that to fill the quota or available number, any person is selected to do the job.

Incase if a skilled female is not available, then only the job should be given to male candidates.

- Training and support should be given to female employees so as to ensure that they can attain the needed skills and ability to work as leaders and work in leadership positions.

- Another option would be to have a team of female employees or a department just for females, in this case they will be working with other employees who are of the same gender. This will give them confidence and as confidence is built up they could be assigned to other teams.

- The other option is to ensure that teams of female employees are brought together and are made to work in teams for different projects. The point to note is that when different projects are worked upon, different roles are given to each of them. This will not only help them to work in a leadership position, but it will also help them to understand and see how others perform in leadership position. These teams can be shuffled when needed and this will also help them to have better experience and help them to perform better using the leadership skills they have learned from different teams.

- Change in organizational culture and mindset can be brought about with the employees by providing training, there by letting them to open up to work under women leadership.

Supreme Council for Women:

- Disseminate information, templates, benchmark data and other materials to enable organizations to carry out internal audits of the representation and status of women in their work force and to develop mechanisms whereby they can systematically monitor their progress.

- Continue to support the voluntary efforts of organizations to address the glass ceiling for women and advocate further research.

- Encourage the organizations to adopt a work /family programs. Such programs are fundamental to women's upward mobility and provide work/ family training for managers and supervisors to help them understand the work/ family practices.

- Adopt initiatives that promote women's upward mobility such as training, mentoring, accountability programs and leadership development and upward mobility programs

- Identify the talented and qualified women from different sector to join a training program on the basis of leadership, management and communication skills.

Conclusion

- Based on the results obtained from the questionnaire one can say that IAA does ensure that women employees are given opportunity to work and move ahead.

- Women employees have better chance when they have been with the organization for some time and also when they have the required skills and capabilities.

- Both men and women are treated fairly and there is no discrimination for women in the Ministry. To ensure that women has the same opportunity, there could be a fixed set of employees that should be hired as part of employment.

5.3 Suggestion for Future Research

This research can be expanded in the future by considering more number of respondents, but in that given situation only female respondents should be considered. In order to achieve that a larger time frame will be required and once it has been done a much better picture about the situation can be obtained.

This research is done within IAA, the future research could include other governmental organization, so that a wider overview of women leadership in governmental sector can be understood.

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Appendix 1 - Letter to Respondents

The Glass Ceiling and Women in Leadership Positions

Dear Respondent,

The below questionnaire is intended to be used for the survey on a Master degree at University of Bahrain - College of Business Administration.

The purpose of this survey is to understand the relationship between gender roles and leadership that may affect the female representation in leadership occupancy in Information Authority Affairs in the Kingdom of Bahrain on the other hand the questionnaire would help in identifying the reasons behind the female under representation in leadership occupancy in IAA in the Kingdom of Bahrain.

The data obtained from you is purely for academic purpose and will be kept confidential. Your honest opinion in answering the following statements will be very much appreciated. You are kindly requested to follow the instructions below to answer the questions.

Thank You

Appendix 2 – Questionnaire English

Section 1: Research Objective

Instructions:

Please follow the following instructions carefully:

1. This questionnaire consists of two main parts. Please read the statements carefully before answering.
2. Select the option for each statement that express closest your opinion.
3. Do not leave any statement without answer.
4. Do not choose (Neutral) in case you do not have information about the statement.

General Instruction:

Please state your degree of agreement / disagreement by using (D) for each statement that comes closest to reflecting your opinion about it.

1. Strongly Disagree: indicated that the respondent is fully disagreeing with the statement.
2. Disagree: indicated that the respondent is disagreeing with the statement.
3. Neutral: indicated that the respondent is not sure with the statement.
4. Agree: indicated that the respondent is agreeing with the statement.
5. Strongly Agree: indicated that the respondent is fully agreed with the statement.

Part 1: Organizational Culture

Kindly check the box which you feel is relevant

1. There is equality in recruitment, selection, and promotion of managers in the ministry.

	1	2	3	4	5	
Strongly Disagree	◯	◯	◯	◯	◯	Strongly Agree

2. There is an equal training and development opportunities provided for managers regardless the gender.

	1	2	3	4	5	
Strongly Disagree	◯	◯	◯	◯	◯	Strongly Agree

3. Both men and women managers are equally identified.

	1	2	3	4	5	
Strongly Disagree	◯	◯	◯	◯	◯	Strongly Agree

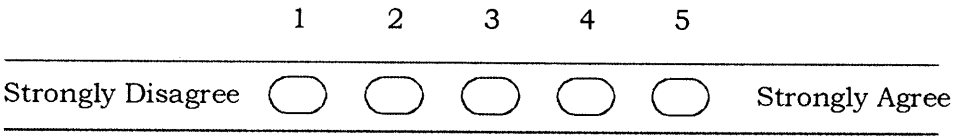
4. Both men and women managers are well recognized.

	1	2	3	4	5	
Strongly Disagree	◯	◯	◯	◯	◯	Strongly Agree

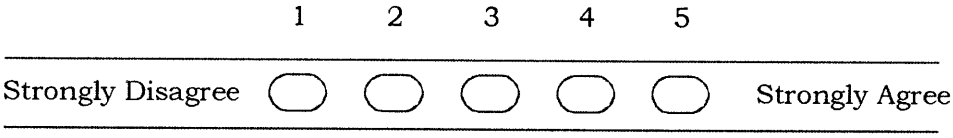
5. Both men and women managers are well rewarded.

	1	2	3	4	5	
Strongly Disagree	◯	◯	◯	◯	◯	Strongly Agree

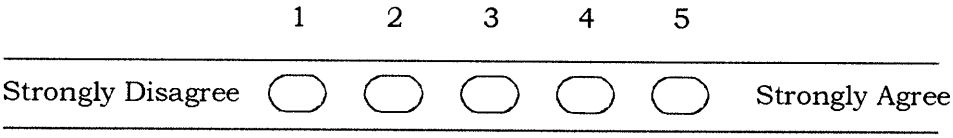
6. No gender gap when receiving support from their superiors and peers.



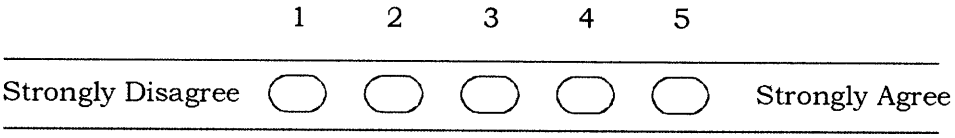
7. Gender has no role in organizational culture and both men and women or equal.



8. Women's career progress is hindered by the existence of male culture.

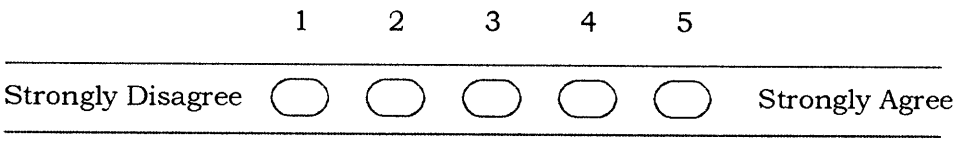


9. Women's career progress is halted by male's executives' decisions.

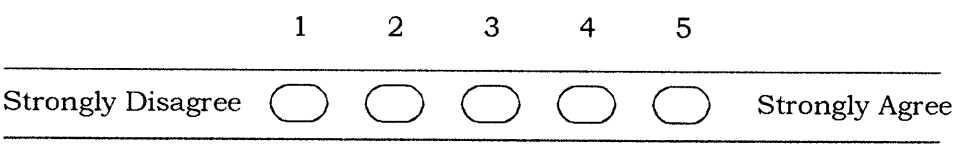


Part 2: Gender Stereotype

10. Men and women possess same career skills and aptitude.



11. Both men and women managers are effectively informed.



12. There are no communication gap between both men and women managers.

	1	2	3	4	5	
Strongly Disagree	◯	◯	◯	◯	◯	Strongly Agree

13. Both men and women executives are uncomfortable to criticize their team members and peers.

	1	2	3	4	5	
Strongly Disagree	◯	◯	◯	◯	◯	Strongly Agree

14. No gender difference exist when men and women managers take big risks for corporate success.

	1	2	3	4	5	
Strongly Disagree	◯	◯	◯	◯	◯	Strongly Agree

15. Women are underestimated of their power to the translate company values, goals and brand identity into actions.

	1	2	3	4	5	
Strongly Disagree	◯	◯	◯	◯	◯	Strongly Agree

Part 3: Glass Ceiling

16. Equal career growth opportunities are available for both male and female in the organization.

	1	2	3	4	5	
Strongly Disagree	◯	◯	◯	◯	◯	Strongly Agree

17. Male and female managers are cooperative to one another and the gender gap doesn't exist.

	1	2	3	4	5	
Strongly Disagree	◯	◯	◯	◯	◯	Strongly Agree

18. Male and female managers possess equal responsibilities and the gender gap doesn't exist.

	1	2	3	4	5	
Strongly Disagree	◯	◯	◯	◯	◯	Strongly Agree

19. Male and female managers demonstrate commitment to their work.

	1	2	3	4	5	
Strongly Disagree	◯	◯	◯	◯	◯	Strongly Agree

20. Women are unwilling to accept managerial role.

	1	2	3	4	5	
Strongly Disagree	◯	◯	◯	◯	◯	Strongly Agree

21. Women are underestimated of their abilities to translate company's values, goals and brand identity into actions.

	1	2	3	4	5	
Strongly Disagree	◯	◯	◯	◯	◯	Strongly Agree

Part 4: Leaders' Origin (Social and Personal Factors)

22. A woman from within the organization has chances to hold a leadership position

	1	2	3	4	5	
Strongly Disagree	◯	◯	◯	◯	◯	Strongly Agree

23. A woman from within the organization try doesn't have to work hard and struggle to be promoted to a leadership positions.

	1	2	3	4	5	
Strongly Disagree	◯	◯	◯	◯	◯	Strongly Agree

24. A woman from within the organization is better to be appointed to a leadership positions in the organization than those from outside the ministry.

	1	2	3	4	5	
Strongly Disagree	◯	◯	◯	◯	◯	Strongly Agree

25. The decision in IAA concerning the appointing a woman from within the organization is a positive managerial decisions.

	1	2	3	4	5	
Strongly Disagree	◯	◯	◯	◯	◯	Strongly Agree

Appendix 3 – Questionnaire Arabic

استمارة حول العلاقة بين التقدم الوظيفي للمراة وتوليها المناصب القيادية

عزيزي المشارك وعزيزتي المشاركة
إن الاستبيان المبين ادناه مصمم لأجل الأستخدام في بحث الماجستير من جامعة البحرين – كلية إدارة الأعمال بهدف "فهم العلاقة بين أدوار الجنسين (ذكور وأناث) والقيادة التي قد تؤثر على نسبة تمثيل المرأة في المناصب القيادية في وزارة شؤون الإعلام في مملكة البحرين" ، من ناحية اخرى ستساعد هذه الدراسة على تحديد الأسباب الكامنة وراء ضعف نسبة تمثيل الأنثى في المناصب القيادية في وزارة شؤون الإعلام في مملكة البحرين.
البيانات التي سيتم الحصول عليها منك/منكِ ستسخدم فقط للأغراض الأكاديمية البحتة وستبقى سرية.
الرجاء التكرم بإتباع التعليمات المبينة أدناه للإجابة على الأسئلة ز رأيك الصادق في الإجابة على العبارات سيكون محل تقدير كبير جدا.

ملاحظة : سري للغاية وللأغراض البحثية فقط
شكرا لحسن تعاونكم

الجزء الأول

تعليمات:

يرجى اتباع التعليمات التالية بعناية:

1. يتكون هذا الاستبيان من قسمين رئيسيين. يرجى قراءة البيانات بعناية قبل الإجابة.
2. ضع (✓) لكل جملة تعبر عن رأيك.
3. لا تترك أي عبارة دون إجابة.
4. لا تختر (محايد) إلا إذا لم يكن لديك معلومات حول الموضوع.

الرجاء اختيار درجة واحدة من الاتفاق/ عدم الإتفاق عن طريق استخدام (✓) لكل جملة تكون هي الأقرب إلى رأيك حول هذا الموضوع.

1- أرفض بشدة: أشارة إلى أن المدعى عليه هو عدم الموافقة الكاملة للجملة.
2- أرفض: أشارة إلى أن المدعى عليه هو اختلافه مع الجملة .
3- محايد: أشارة إلى أن المدعى عليه لم تكن متأكدا مع الجملة.
4- أوافق: أشارة إلى أن المدعى عليه هو هو الاتفاق مع الجملة.
5- أوافق بشدة: أشارة إلى أن المدعى يتم الاتفاق الكامل الجملة.

القسم الأول: ثقافة المنظمة

	الجملة	أرفض بشدة 1	أرفض 2	محايد 3	أوافق 4	أوافق بشدة 5
1	هناك مساواة في التعيين والاختيار، وفي تعزيز دورالمدراء والمديرات في وزارة شئون الإعلام					
2	هناك تكافؤ في فرص التدريب والتطوير المقدمة للمديرين والمدراء بغض النظر عن نوع الجنس.					
3	يتم تعيين المديرين والمديرات في وزارة شئون الإعلام بشكل متساو.					
4	يتم التعامل مع كل المدراء والمديرات في وزارة شئون الإعلام على حد سواء.					
5	تتم مكافأة المدراء والمديرات في وزارة شئون الإعلام بشكل متساو .					
6	يتلقى كلا الجنسين في وزارة شئون الإعلام الدعم من رؤسائهم وأقرانهم بشكل متساو.					
7	ليس للتمييز بين الجنسين أي دور في تكوين ثقافة العمل في وزارة شئون الإعلام.					
8	الثقافة الذكورية في وزارة شئون الإعلام احد اسباب عرقلة التقدم الوظيفي للمراة في الوزارة .					
9	قرار التقدم الوظيفي للمراة في وزارة شئون الإعلام يتعطل بسبب قرارات المدراء الرجال.					

القسم الثاني: الصورة النمطية بين الجنسين

	الجملة	أرفض بشدة 1	أرفض 2	محايد 3	أوافق 4	أوافق بشدة 5
1	يمتلك المدراء والمديرات المهارات الفنية والإدارية نفسها .					
2	يتم التواصل مع كل من المدراء والمديرات بشكل فعال.					
3	لا توجد فجوة في التواصل بين كل من الرجال والمديرات.					

4	يشعر كل من المدراء والمديرات بعدم الراحة في انتقاد موظفيهم وأقرانهم .					
5	يملك كل من المدراء والمديرات في وزارة شئون الإعلام القدرة على تحمل الصعوبات لأجل إنجاح مهمة الوزارة .					

القسم الثالث: سقف التقدم الوظيفي للمراة

	الجملة	أرفض بشدة 1	أرفض 2	محايد 3	أوافق 4	أوافق بشدة 5
1	يملك كل من الموظف والموظفة في وزارة شئون الإعلام فرصا متساوية للتقدم الوظيفي .					
2	يتعاون كل من الموظفين والموظفات في وزارة شئون الإعلام مع بعضهم البعض .					
3	لا توجد فجوة بين الجنسين في وزارة شئون الإعلام					
4	يقع على عاتق الموظفين والموظفات في وزارة شئون الإعلام مسئوليات متساوية .					
5	يُظهر كل من المدراء والمديرات التزاما بعملهم في وزارة شئون الإعلام .					
6	الموظفة في وزارة شئون الإعلام غير مستعدة لقبول المنصب الإداري					
7	يتم التقليل من قدرة و قابلية الموظفة في وزارة شئون الإعلام على ترجمة قيم وأهداف الوزارة .					

القسم الرابع : تعيين المديرة من داخل الوزارة

	الجملة	أرفض بشدة 1	أرفض 2	محايد 3	أوافق 4	أوافق بشدة 5
1	الموظفة داخل وزارة شئون الإعلام لديها فرص اقوى للترقي الى المناصب القيادية داخل الوزارة.					
2	الموظفة داخل وزارة شئون الإعلام ليست في حاجة الى العمل بجد وكفاح حتى تتم ترقيتها الى منصب قيادي .					
3	الموظفة من داخل وزارة شئون الإعلام تعد خيارا افضل للتعيين في المناصب القيادية داخل الوزارة من تلك الموظفة من خارج الوزارة.					
4	يعتبر قرار القيادة العليا في وزراة شئون الإعلام بشان تعيين مديرة من الموظفات بالوزراة هو قرار إيجابي .					

الجزء الثاني :

هذا الجزء حول البيانات الديموغرافية الخاصة بالمشارك ، لذا يرجى وضع علامة (√) في المربعات المناسبة أو ملء الفراغ.

العمر: ☐ أقل من 30 ☐ 30-40 ☐ 41 -50 ☐ اكثر من 50

الجنس: ☐ ذكر ☐ أنثى

الحالة الاجتماعية: ☐ متزوج ☐ أعزب

المستوى التعليمي: ☐ المدارس الثانوية ☐ دبلوم ☐ بكالوريوس ☐ درجة الماجستير
☐ الدكتوراه ☐ أخرى (يرجى التحديد) _____

الخبرة في العمل بشكل عام

☐ أقل من 5 سنوات ☐ 5-10سنوات ☐ 10 -15 سنة
☐ 15-20سنة ☐ 20-25سنة ☐ أكثر من 25 عاما

خبرة العمل في وزارة شئون الإعلام

☐ اقل من 5 سنوات ☐ 5-10 سنوات ☐ 10-15 سنوات
☐ 15-20 سنة ☐ 20-25 ☐ اكثر من 25 سنه

الوظيفة

☐ أعلى من مدير ☐ مدير ☐ مساعد مدير ☐ رئيس قسم ☐ أخصائي/ فني
☐ مشرف فني / ملاحظ ☐ وظيفة كتابية وادارية أخرى (يرجى التحديد) _____

شكرا لحسن تعاونكم

Appendix 3 – Notes For Research

Table 1. Gender statistics in selected Arabic Gulf countries compiled from human development reports 2005, 2007, 2010 and WEF gender report 2010.

Country	Seats in parliament (%)		Minister positions[a]	Labour force participation rate (%)		Female[b] legislator managers (%)	Profess[b] tech workers (%)
	2005	2010	Actual number[a]	UN 2007	UN 2010	2007–2010	2007–2010
UK	17.9	19.6	3 (1924)	55.5	69[c]	33–35	54–47
USA	14.8	17	5 (1952)	59.6	68.7[c]	46–44	55–57
Bahrain	7.5	13.8	2 (2000)	39.3	33.5	10–22	19–18
Saudi Arabia	0	0	1 (2009)	20.1	21.8	31–8	6–27
Oman	7.8	9.1	3 (1995)	22.7	26.1	9	33
Kuwait	0	3.1	5 (1996)	49	45.6	14	43
UAE	1	22.5	7 (1996)	38.1	42.5	8–10	25–22
Qatar	1	–	3 (1996)	36.6	49.3	7	20

[a]This is personal knowledge as figures are continually changing. Figure in bracket indicate first time a woman was elected to a minister position. In KSA, a female was appointed in February 2009 to Deputy Minister but nonetheless marks a significant achievement.
[b]Note latest figures in 2010 are from ILO and UNDP, 2009 where available.
[c]Calculation varies greatly from 2008–2010, as it includes those seeking work as well which were previously not included.

Table 1 *Gender and labour market participation in Bahrain*

Total labour force participation (Bahraini) (%)		
	2001	*1991*
Men	74.2	80.1
Women	25.8	19.4
Professionals in political, economic and financial services (total number)		
	2001	*1991*
Men	1719	1296
Women	882	412
Professionals in human/education/social sciences and law (total number)		
	2001	*1991*
Men	1833	2277
Women	2120	1227
Working proprietors (total number)		
	2001	*1991*
Men	5538	2223
Women	885	41

Source: compiled from Kingdom of Bahrain (2002).

Information

2014			2013			Occupations	No.
Total	Female	Male	Total	Female	Male		
11	2	9	11	2	9	Managers	1.
38	6	32	39	6	33	Head of Department	2.
836	226	601	1008	270	738	Total	3.

The total number of employees and their distribution by gender in IAA

Notes:

1. Sheikh Hamad bin Isa Al Khalifa took to the throne in March 1999, after the demise of his dad Sheikh Isa bin Hamad Al Khalifa, ruler since 1961. He advocated a system of economic reform and democratic reforms not long "after his succession. In November 2000, Sheik Hamad established a committee to make a plan to change Bahrain from a hereditary emirate to a constitutional government inside of two years. The subsequent Bahrain National Charter was exhibited to the Bahraini public in a referendum in February 2001. In the first open vote in Bahrain since the 1970s, held by universal suffrage, the sanction was overwhelmingly embraced by 94.8% of voters. That same month, Sheik Hamad exculpated every single political detainee and prisoners, including the individuals who had been detained, banished or kept on security charges. The contract inter alia also provides for the redevelopment of the economy far from a reliance on oil towards creating information and communication industries endeavors, related businesses in association with GCC nations, investment in labor market reform and abilities development in engineering and computing."

2. The ILO was made in 1919, as a major aspect of the Treaty of Versailles that ended World War I, to mirror the conviction that universal and enduring peace can be fulfilled just in the event that it is in view of social equity.

"The Constitution was drafted in the middle of January and April, 1919, by the Labor Commission set up by the Peace Conference, which initially met in Paris and after that in Versailles. The Commission, was made out of delegates from nine nations: Belgium, Czechoslovakia, Cuba, Italy, France, Poland, Japan, the United States and the United Kingdom". It brought about a tripartite association, the stand out of its kind uniting delegates of governments, managers and employees in its official bodies.

Appendix 4 – Respondents Responses

The Glass Ceiling and Women in Leadership Positions

Timestamp	T1	T2	T3	T4	T5	T6	T7
5-13-2015 11:59:00	2	5	2	2	3	3	1
5-13-2015 12:26:57	4	3	3	2	5	3	2
5-17-2015 11:05:37	2	3	1	2	4	1	1
5-18-2015 12:13:18	2	3	2	3	2	3	2
5-18-2015 12:31:02	5	5	5	5	5	5	5
5-18-2015 17:37:02	3	1	3	3	3	3	4
5-19-2015 10:38:11	4	4	4	4	4	3	3
5-11-2015 12:20:45	3	5	3	3	3	2	5
5-11-2015 12:24:40	1	4	2	3	3	3	5
5-11-2015 12:25:24	3	4	4	4	4	4	3
5-11-2015 12:31:45	1	5	1	1	1	5	5
5-11-2015 12:36:37	1	1	1	1	1	2	1
5-11-2015 12:40:31	4	5	5	5	4	4	4
5-11-2015 13:13:06	1	4	2	1	1	4	3
5-11-2015 13:16:07	5	2	2	2	2	1	5
5-11-2015 13:17:51	2	3	2	4	4	3	4
5-11-2015 13:36:26	2	2	3	3	3	3	3
5-11-2015 14:07:14	1	1	1	1	1	1	2
5-11-2015 14:10:16	3	3	3	3	3	3	3
5-11-2015 14:15:12	3	5	5	5	5	5	3

The Glass Ceiling and Women in Leadership Positions

5-11-2015 15:56:47	5	5	5	5	5	5	5
5-11-2015 19:12:30	3	4	3	4	4	4	1
5-11-2015 19:17:13	3	1	3	2	1	2	4
5-11-2015 20:58:35	2	2	2	2	2	3	2
5-11-2015 22:42:44	3	5	4	5	3	3	3
5-11-2015 23:15:57	3	3	4	3	2	4	4
5-11-2015 23:16:51	3	3	4	3	2	4	4
5-11-2015 23:26:42	3	4	3	3	3	4	4
5-12-2015 7:27:34	2	2	1	2	2	1	3
5-12-2015 8:13:09	3	4	2	5	5	3	4
5-12-2015 8:18:08	4	4	2	3	2	3	5
5-12-2015 8:41:41	2	2	2	2	3	2	1
5-12-2015 9:47:18	3	3	3	3	3	3	3
5-12-2015 9:51:08	3	4	2	4	4	4	3
5-12-2015 9:54:52	3	3	3	3	3	3	3
5-12-2015 13:01:53	2	4	4	5	5	5	5
5-12-2015 16:28:36	2	2	2	3	3	4	2
5-13-2015 6:12:54	4	3	3	2	2	3	3
5-13-2015 6:22:08	3	1	3	4	4	2	2
5-13-2015 7:15:29	3	3	3	3	3	3	3
5-13-2015 11:13:01	3	3	3	2	3	3	4

The Glass Ceiling and Women in Leadership Positions

5-13-2015 11:22:04	4	3	3	4	3	3	4
5-13-2015 12:46:47	2	1	2	2	1	1	1
5-13-2015 13:23:18	3	2	2	2	4	2	1
5-14-2015 9:07:30	2	4	1	2	2	3	3
5-14-2015 10:35:41	1	1	1	1	1	3	1
5-14-2015 14:23:53	2	3	2	2	2	4	4
5-17-2015 8:32:22	2	2	2	2	2	2	1
5-17-2015 9:48:17	4	5	4	4	4	5	3
5-17-2015 9:53:40	1	4	1	1	1	1	1
5-17-2015 9:56:39	4	5	4	4	4	4	5
5-17-2015 10:19:15	5	2	2	3	3	3	3
5-17-2015 10:20:00	3	3	3	3	3	3	3
5-17-2015 10:30:45	5	5	5	5	5	5	5
5-17-2015 10:54:16	4	5	4	4	5	4	5
5-17-2015 15:01:00	1	2	2	2	3	1	2
5-17-2015 15:12:44	4	4	2	4	5	5	5
5-17-2015 15:18:16	4	5	4	4	3	4	2
5-17-2015 15:20:08	4	4	4	2	2	5	2
5-17-2015 15:37:16	2	2	1	2	1	1	2
5-17-2015 15:37:27	2	2	1	2	1	1	2
5-17-2015 17:10:41	2	3	2	4	3	3	4

5-17-2015 20:09:07	1	3	1	3	3	1	1
5-17-2015 21:56:41	3	3	3	3	4	2	4
5-17-2015 21:56:58	3	3	3	3	4	2	4
5-17-2015 21:57:01	3	3	3	3	4	2	4
5-17-2015 21:57:05	3	3	3	3	4	2	4
5-17-2015 21:57:07	3	3	3	3	4	2	4
5-17-2015 21:57:09	3	3	3	3	4	2	4
5-17-2015 21:57:11	3	3	3	3	4	2	4
5-17-2015 22:07:43	3	3	3	2	2	1	3
5-18-2015 0:08:09	4	5	2	4	2	4	4
5-18-2015 8:01:38	5	5	5	5	3	5	5
5-18-2015 9:55:34	2	1	1	1	1	3	2
5-18-2015 11:14:25	2	4	2	4	4	4	4
5-18-2015 11:52:31	4	1	2	2	3	2	4
5-18-2015 12:02:50	2	4	2	2	5	2	2
5-18-2015 12:04:17	1	4	2	4	4	1	1
5-18-2015 12:05:52	4	4	3	4	4	4	4
5-18-2015 12:11:33	4	4	4	3	4	3	1
5-18-2015 12:11:44	3	4	1	5	1	3	5
5-18-2015 12:19:51	3	3	3	2	3	3	1
5-18-2015 12:24:56	1	2	1	3	3	2	1

The Glass Ceiling and Women in Leadership Positions

5-18-2015 13:02:52	3	4	1	1	1	3	5
5-18-2015 13:04:44	3	2	3	4	3	3	3
5-18-2015 13:37:23	1	2	2	3	1	3	2
5-18-2015 14:51:03	3	4	3	3	3	2	4
5-18-2015 15:43:42	1	1	3	1	1	3	5
5-18-2015 17:51:40	4	4	3	4	4	4	4
5-18-2015 18:28:54	4	4	4	5	5	5	4
5-18-2015 23:59:27	2	1	3	2	3	2	2
5-19-2015 3:19:35	3	3	3	3	3	3	3
5-19-2015 9:10:36	3	4	3	3	3	3	3
5-19-2015 9:59:03	5	5	5	5	5	5	5
5-19-2015 10:04:51	1	2	1	3	2	2	5
5-19-2015 10:12:15	2	4	1	3	2	4	2
5-19-2015 10:22:58	2	1	3	2	3	2	2
5-19-2015 11:00:48	3	3	3	3	3	3	3
5-19-2015 11:17:22	2	2	2	3	3	2	2
5-19-2015 13:38:59	1	3	2	3	3	2	5
5-19-2015 14:17:34	4	4	4	4	4	5	5
5-19-2015 15:16:20	4	5	4	4	4	4	4
5-20-2015 9:09:42	4	2	3	1	1	1	2
5-20-2015 10:35:38	1	1	1	1	1	1	2
5-20-2015 14:42:46	4	5	4	5	4	5	4

T8	T9	T10	T11	T12	T13	T14	T15
4	1	5	3	2	3	3	5
5	5	1	5	3	4	5	4
5	4	4	4	4	3	5	3
3	2	3	2	3	2	3	2
1	1	5	5	5	5	5	1
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3	2	2	3	2	2	3	4
5	5	3	4	3	5	5	2
2	2	3	3	3	3	4	4
1	1	1	1	1	1	1	5
5	5	5	2	5	4	5	2
2	2	4	4	4	4	4	4
3	4	3	3	3	2	2	4
1	1	5	3	5	3	1	2
4	3	4	3	4	2	3	3
1	1	5	5	5	4	3	3
5	4	2	2	2	4	2	1
1	1	3	3	3	4	4	3
3	3	4	3	4	3	5	5

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1	1	4	4	5	4	2	5
1	1	4	4	4	4	5	4
5	5	4	1	5	3	4	2
3	2	3	2	2	4	2	3
2	3	4	2	5	4	3	3
4	2	5	3	5	3	4	4
4	2	1	3	5	3	4	4
1	1	3	4	4	3	4	4
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3	4	3	2	5	5	3	2
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3	3	2	2	2	3	4	2
3	3	3	3	3	2	2	3
3	5	2	3	3	3	3	5
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5	5	2	4	4	3	3	1
5	4	4	4	5	1	3	1
3	3	3	3	3	5	2	3
4	5	1	3	4	3	5	4

3	3	4	3	3	4	3	3
1	5	2	3	4	3	2	3
1	2	3	5	5	4	4	4
3	3	1	2	2	3	3	3
2	1	5	2	2	4	1	1
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2	2	1	4	4	2	3	4
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2	2	2	4	4	2	5	4
3	3	3	5	5	5	5	1
2	4	4	3	2	1	3	2
5	5	4	5	5	4	5	5
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1	1	4	4	4	5	2	4
3	3	1	2	3	4	3	1
3	3	2	2	3	4	3	1
2	2	3	4	5	4	1	3

4	5	5	2	3	3	4	1
2	3	2	2	3	2	1	2
2	3	3	2	3	2	1	2
2	3	5	2	3	2	1	2
2	3	5	2	3	2	1	2
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5	5	4	4	3	3	5	2
2	2	2	4	4	2	4	2
1	1	2	5	5	3	5	5
4	4	3	2	2	3	2	2
2	2	3	3	4	3	2	4
3	4	3	1	2	1	2	2
4	4	3	2	2	5	2	2
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2	2	3	4	4	2	4	4
1	2	4	4	4	3	5	3
3	3	2	4	2	4	1	5
4	1	5	3	5	1	4	2
4	3	3	2	3	4	2	1

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1	1	4	3	4	5	5	5
2	2	3	4	4	5	3	2
3	2	3	3	3	2	3	2
1	1	4	4	4	3	4	4
1	3	1	1	3	3	5	4
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2	2	2	4	4	3	3	3
3	3	4	3	3	3	3	3
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5	5	1	4	5	4	3	3
4	1	3	4	5	5	3	4
2	3	5	1	1	2	1	3
3	3	4	3	5	3	1	3
4	2	3	4	4	4	2	4
4	3	4	4	4	4	2	1
1	1	4	4	5	3	4	4
1	1	4	3	4	5	5	5
3	4	4	1	5	1	1	1
2	5	4	3	4	4	1	1
1	1	4	4	5	4	5	5

T16	T17	T18	T19	T20	T21	T22	T23
3	5	5	2	5	5	4	1
2	4	2	5	1	2	3	4
3	2	2	3	3	3	2	5
4	3	4	3	4	3	4	3
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2	3	3	3	1	2	4	2
4	4	4	4	4	3	3	2
2	3	3	2	3	2	3	3
1	1	2	3	1	5	5	5
4	4	4	4	4	2	2	2
5	5	5	1	1	1	1	1
5	5	5	5	1	4	1	1
5	5	4	5	3	2	4	1
3	4	2	2	2	4	2	2
5	5	3	3	1	1	5	1
3	5	1	3	1	3	3	3
3	3	3	3	1	3	3	3
1	2	1	2	2	4	4	4
5	5	2	3	2	2	4	5
5	3	4	5	1	3	3	1

5	5	4	5	4	1	3	2
5	4	4	4	2	2	4	2
2	3	1	3	3	5	2	5
2	3	4	3	3	4	3	4
4	4	2	4	1	1	5	3
5	4	4	4	1	4	4	1
5	4	4	4	1	4	4	1
4	4	3	4	1	1	4	1
2	2	2	1	4	3	3	5
5	4	5	4	4	2	3	2
2	3	5	3	1	2	3	4
2	2	2	2	1	3	5	2
2	3	3	2	2	3	2	2
4	4	4	4	1	2	1	1
3	3	3	3	3	3	3	3
5	5	1	4	2	1	5	4
2	2	4	2	3	3	3	3
1	2	2	3	1	3	2	1
1	5	4	3	1	1	2	4
3	3	2	2	2	3	3	2
2	2	3	4	3	3	5	4

4	4	3	4	3	4	3	3
4	3	1	3	1	2	3	5
3	4	3	2	1	2	4	2
4	4	1	2	2	4	2	3
1	2	2	1	1	3	3	2
5	4	4	2	1	4	3	2
2	1	3	4	1	4	2	2
4	4	5	4	2	2	3	3
1	1	1	1	1	5	3	4
5	5	2	5	1	2	4	1
1	5	5	5	1	5	1	1
3	3	4	3	2	1	4	1
5	5	4	4	5	5	5	4
4	4	5	4	2	2	4	2
4	1	2	1	2	2	1	3
4	4	4	5	1	2	5	4
4	4	2	2	1	1	4	1
4	4	2	2	4	2	4	1
3	3	2	4	2	3	4	1
3	3	2	4	2	3	4	1
5	3	1	3	2	2	4	1

The Glass Ceiling and Women in Leadership Positions

5	2	5	3	1	5	5	1
3	2	3	1	1	3	3	2
3	2	3	1	1	3	3	2
3	2	3	1	1	3	3	2
3	2	3	1	1	3	3	2
3	2	3	1	1	3	3	2
3	2	3	1	1	3	3	2
3	2	3	1	1	3	3	2
3	3	4	4	1	3	3	2
4	4	4	4	2	2	1	1
5	5	5	5	1	1	2	4
4	2	4	3	1	4	3	1
4	4	4	4	2	2	2	2
3	2	1	1	3	4	4	2
5	2	2	5	2	4	5	2
4	1	4	2	1	5	5	2
4	4	4	4	2	2	2	1
4	4	4	5	2	2	3	2
3	4	1	4	3	3	2	1
5	4	4	3	3	3	5	1
2	2	3	3	4	5	3	3
						5	2

4	4	4	4	1	1	1	1
4	4	3	3	3	3	2	3
2	1	3	4	1	5	2	1
4	4	2	4	2	2	3	2
5	5	3	3	2	3	3	3
5	4	4	4	3	3	4	3
5	5	5	4	2	2	4	1
4	4	2	2	2	2	3	3
3	3	3	3	3	3	3	3
4	3	5	5	1	3	3	4
4	5	5	3	1	1	4	1
4	3	3	3	5	5	1	5
5	5	3	3	2	4	2	4
4	4	2	2	2	2	3	3
3	3	3	3	3	3	3	3
4	2	2	4	2	4	2	4
3	4	2	2	2	3	3	4
5	5	5	5	1	1	3	1
5	5	5	4	1	1	3	1
2	1	2	1	3	5	3	5
2	1	2	2	2	2	3	1
4	3	4	5	2	4	4	5

T24	T25	D1	D2
3	4	Less Than 30	Female
4	4	Above 50	Male
5	5	30 - 40	Female
4	3	Above 50	Male
5	1	30 - 40	Male
2	3	Less Than 30	Female
2	2	30 - 40	Female
3	5	41 - 50	Male
5	5	30 - 40	Female
4	5	Above 50	Male
1	1	Above 50	Male
5	5	Above 50	Female
4	5	30 - 40	Male
4	4	Less Than 30	Female
5	5	Less Than 30	Male
3	3	30 - 40	Male
3	4	Less Than 30	Male
4	4	30 - 40	Female
4	4	Less Than 30	Male
5	5	41 - 50	Female

4	3	30 - 40	Male
4	5	41 - 50	Male
4	3	Less Than 30	Female
4	4	Less Than 30	Male
5	5	41 - 50	Male
5	4	30 - 40	Male
5	4	30 - 40	Male
4	5	30 - 40	Male
4	3	30 - 40	Male
5	4	41 - 50	Male
5	4	30 - 40	Female
5	5	Less Than 30	Female
3	4	30 - 40	Male
5	4	30 - 40	Female
3	3	Less Than 30	Female
4	4	41 - 50	Male
3	4	30 - 40	Male
3	5	30 - 40	Female
4	4	30 - 40	Female
2	3	Above 50	Male
2	3	30 - 40	Female

3	3	Less Than 30	Male
1	5	30 - 40	Male
3	5	Less Than 30	Female
5	5	Above 50	Male
3	2	Above 50	Male
5	5	30 - 40	Female
2	4	30 - 40	Male
5	4	30 - 40	Male
5	5	41 - 50	Male
1	4	30 - 40	Female
5	5	41 - 50	Male
2	4	41 - 50	Male
5	5	41 - 50	Male
5	5	Above 50	Male
3	2	Above 50	Male
5	5	Above 50	Male
4	4	41 - 50	Male
4	4	30 - 40	Male
3	4	41 - 50	Male
3	4	41 - 50	Male
5	3	30 - 40	Male

5	5	41 - 50	Female
4	3	30 - 40	Male
4	3	30 - 40	Male
4	3	30 - 40	Male
4	3	30 - 40	Male
4	3	30 - 40	Male
4	3	30 - 40	Male
4	3	30 - 40	Male
5	4	30 - 40	Female
4	4	30 - 40	Male
5	5	30 - 40	Male
1	4	41 - 50	Male
4	4	Above 50	Female
5	5	30 - 40	Male
4	5	41 - 50	Female
1	2	30 - 40	Female
3	4	Above 50	Male
3	5	41 - 50	Male
3	1	Less Than 30	Male
3	3	30 - 40	Male
3	5	30 - 40	Female

5	5	41 - 50	Male
4	4	30 - 40	Male
5	5	Less Than 30	Female
3	4	Less Than 30	Male
5	3	Above 50	Male
4	4	Above 50	Male
2	4	41 - 50	Male
3	2	Less Than 30	Male
3	3	30 - 40	Male
3	5	30 - 40	Male
4	5	Less Than 30	Female
3	3	30 - 40	Male
5	4	30 - 40	Male
3	2	Less Than 30	Male
1	4	30 - 40	Male
4	4	30 - 40	Female
3	4	30 - 40	Male
4	4	Above 50	Male
4	4	Above 50	Male
4	2	41 - 50	Female
4	4	30 - 40	Female
3	5	Above 50	Male

D3	D4	D5	D6	D7
Married	Bachelor Degree	5 - 10 Years	6 - 10 Years	Department Head
Married	Bachelor Degree	More Than 25 Years	6 - 10 Years	Advisory
Single	Bachelor Degree	5 - 10 Years	6 - 10 Years	Clerical And Admin Staff
Single	Doctoral Degree	More Than 25 Years	More Than 25 Years	Clerical And Admin Staff
Single	Bachelor Degree	11 - 15 Years	Less Than 5 Years	Professional / Specialist Officer
Single	Bachelor Degree	Less Than 5 Years	Less Than 5 Years	Clerical And Admin Staff
Single	Master Degree	5 - 10 Years	Less Than 5 Years	Department Head
Single	Bachelor Degree	21 - 25 Years	5 - 10 Years	Advisoryمستشار
Single	Diploma	5 - 10 Years	5 - 10 Years	Specialist Technician
Married	Diploma	More Than 25 Years	More Than 25 Years	Specialist Technicianأخصائي فني
Married	High School	More Than 25 Years	More Than 25 Years	Head Of Dep.
Married	Diploma	More Than 25 Years	More Than 25 Years	Administrative Job وظيفة كتابية وادارية
Married	Master Degree	5 - 10 Years	Less Than 5 Years	Higher Than Manager
Single	Bachelor Degree	Less Than 5 Years	Less Than 5 Years	Administrative Jobوظيفة كتابية وادارية
Married	Bachelor Degree	5 - 10 Years	5 - 10 Years	Supervisor
Married	Diploma	11 - 15 Years	5 - 10 Years	Specialist Technicianأخصائي فني
Married	Bachelor Degree	5 - 10 Years	5 - 10 Years	.Head Of Depرئيس قسم
Married	Master Degree	16 - 20 Years	16 - 20 Years	Head Of Dep.
Single	Bachelor Degree	Less Than 5 Years	Less Than 5 Years	Specialist Technicianفني
Single	Bachelor Degree	16 - 20 Years	16 - 20 Years	Senior Specialist Control

Married	Master Degree	5 - 10 Years	Less Than 5 Years	Manger
Married	Bachelor Degree	21 - 25 Years	16 - 20 Years	Head Of Dep.
Married	High School	5 - 10 Years	5 - 10 Years	V
Single	Bachelor Degree	5 - 10 Years	5 - 10 Years	Specialist Technicianفني
Married	Bachelor Degree	21 - 25 Years	21 - 25 Years	Administrative Job
Single	High School	11 - 15 Years	11 - 15 Years	.Head Of Depرئيس قسم
Single	High School	11 - 15 Years	11 - 15 Years	.Head Of Depرئيس قسم
Married	High School	16 - 20 Years	16 - 20 Years	Supervisor
Married	Bachelor Degree	11 - 15 Years	Less Than 5 Years	Head Of Dep.
Married	High School	21 - 25 Years	21 - 25 Years	Supervisor
Married	Bachelor Degree	Less Than 5 Years	Less Than 5 Years	Specialist Technicianفني
Single	Bachelor Degree	Less Than 5 Years	Less Than 5 Years	Accountant
Single	High School	5 - 10 Years	Less Than 5 Years	Head Of Dep.
Married	Master Degree	5 - 10 Years	5 - 10 Years	Head Of Dep.
Married	Bachelor Degree	Less Than 5 Years	Less Than 5 Years	Specialist Technicianفني
Married	Diploma	21 - 25 Years	16 - 20 Years	Specialist Technicianفني
Married	Master Degree	11 - 15 Years	Less Than 5 Years	Announcer/Compiler
Married	Master Degree	11 - 15 Years	5 - 10 Years	Head Of Dep.
Married	Bachelor Degree	5 - 10 Years	5 - 10 Years	Specialist Technicianفني
Married	Bachelor Degree	More Than 25 Years	5 - 10 Years	Specialist Technicianفني
Married	High School	16 - 20 Years	5 - 10 Years	Ceremonies And Carnivals Specialist

Single	Diploma	5 - 10 Years	5 - 10 Years	Administrative Job
Single	Bachelor Degree	5 - 10 Years	5 - 10 Years	Specialist Technicianفني
Single	Bachelor Degree	Less Than 5 Years	Less Than 5 Years	Administrative Job
Married	Bachelor Degree	More Than 25 Years	More Than 25 Years	Head Of Dep.
Married	Master Degree	21 - 25 Years	16 - 20 Years	Head Of Dep.
Married	Diploma	16 - 20 Years	16 - 20 Years	Announcer/Compiler
Married	Master Degree	16 - 20 Years	11 - 15 Years	Head Of Dep.
Single	Bachelor Degree	11 - 15 Years	11 - 15 Years	Administrative Job
Married	Bachelor Degree	More Than 25 Years	More Than 25 Years	Head Of Dep.
Married	Bachelor Degree	11 - 15 Years	11 - 15 Years	Specialist Control
Single	Bachelor Degree	16 - 20 Years	Less Than 5 Years	Administrative Job
Married	High School	21 - 25 Years	21 - 25 Years	Specialist Technician
Married	Diploma	21 - 25 Years	21 - 25 Years	Administrative Job
Married	Bachelor Degree	More Than 25 Years	More Than 25 Years	Head Of Dep.
Married	High School	More Than 25 Years	More Than 25 Years	Head Of Dep.
Married	Master Degree	More Than 25 Years	More Than 25 Years	Head Of Dep.
Married	High School	21 - 25 Years	21 - 25 Years	Specialist Technicianفني
Married	Bachelor Degree	16 - 20 Years	16 - 20 Years	Head Of Dep.
Married	Bachelor Degree	More Than 25 Years	5 - 10 Years	Head Of Dep.
Married	Bachelor Degree	More Than 25 Years	5 - 10 Years	Head Of Dep.
Married	Bachelor Degree	5 - 10 Years	5 - 10 Years	Specialist Technicianفني

Married	Bachelor Degree	21 - 25 Years	5 - 10 Years	Specialist Technicianفني
Married	Bachelor Degree	11 - 15 Years	11 - 15 Years	Director
Married	Bachelor Degree	11 - 15 Years	11 - 15 Years	Director
Married	Bachelor Degree	11 - 15 Years	11 - 15 Years	Director
Married	Bachelor Degree	11 - 15 Years	11 - 15 Years	Director
Married	Bachelor Degree	11 - 15 Years	11 - 15 Years	Director
Married	Bachelor Degree	11 - 15 Years	11 - 15 Years	Director
Married	Bachelor Degree	11 - 15 Years	11 - 15 Years	Director
Married	Master Degree	5 - 10 Years	Less Than 5 Years	Head Of Dep.
Married	Bachelor Degree	11 - 15 Years	11 - 15 Years	Specialist Technicianفني
Married	Bachelor Degree	11 - 15 Years	11 - 15 Years	Head Of Dep.
Married	Master Degree	21 - 25 Years	21 - 25 Years	Head Of Dep.
Married	Bachelor Degree	More Than 25 Years	5 - 10 Years	Head Of Dep.
Married	High School	11 - 15 Years	11 - 15 Years	Director
Married	Master Degree	16 - 20 Years	16 - 20 Years	Advisory
Married	Master Degree	5 - 10 Years	5 - 10 Years	Acting Head Of Department
Married	Diploma	More Than 25 Years	More Than 25 Years	Head Of Dep.
Married	Bachelor Degree	21 - 25 Years	16 - 20 Years	Manger
Single	Doctoral Degree	Less Than 5 Years	Less Than 5 Years	Higher Than Manager
Married	Master Degree	16 - 20 Years	16 - 20 Years	Head Of Dep.
Single	Bachelor Degree	5 - 10 Years	5 - 10 Years	Administrative Job

Married	Bachelor Degree	21 - 25 Years	11 - 15 Years	Senior Specialist
Married	Diploma	5 - 10 Years	5 - 10 Years	Specialist Technicianفني
Married	Bachelor Degree	5 - 10 Years	5 - 10 Years	Administrative Job
Married	Bachelor Degree	5 - 10 Years	5 - 10 Years	Executive Secretary
Married	High School	More Than 25 Years	More Than 25 Years	Head Of Dep.
Married	High School	21 - 25 Years	16 - 20 Years	.Head Of Depرئيس قسم
Married	Bachelor Degree	16 - 20 Years	16 - 20 Years	Manager
Single	Bachelor Degree	5 - 10 Years	5 - 10 Years	Administrative Job
Married	Master Degree	11 - 15 Years	5 - 10 Years	Supervisor
Married	Master Degree	11 - 15 Years	11 - 15 Years	Specialist Technicianفني
Single	Bachelor Degree	5 - 10 Years	5 - 10 Years	Media Specialist
Single	Diploma	5 - 10 Years	5 - 10 Years	Specialist Technicianفني
Married	Bachelor Degree	5 - 10 Years	5 - 10 Years	Specialist Technicianفني
Single	Bachelor Degree	5 - 10 Years	5 - 10 Years	Administrative Job
Single	Master Degree	11 - 15 Years	5 - 10 Years	Administrative Job
Married	Bachelor Degree	11 - 15 Years	11 - 15 Years	Editor
Married	Bachelor Degree	16 - 20 Years	16 - 20 Years	Director
Married	High School	More Than 25 Years	More Than 25 Years	Head Of Dep.
Married	High School	More Than 25 Years	More Than 25 Years	Head Of Dep.
Married	Bachelor Degree	16 - 20 Years	16 - 20 Years	Administrative Job
Single	Bachelor Degree	5 - 10 Years	5 - 10 Years	Administrative Job
Single	High School	More Than 25 Years	More Than 25 Years	Supervisor