

# [As positions in uae. 1.1 other gender barriers](https://assignbuster.com/as-positions-in-uae-11-other-gender-barriers/)

As Gregory (1990, p. 262), has described women stereotyping: “ is aperception by males, a perception which does not reflect reality”. Real examplesof stereotyping when you hear the assumption that women are more likely toleave their job than men and when men are more valued ascribed status. Also, other assumption about: women with hijab are close minded and can’t be insenior level, and women attempt to have more sick leaves than men and thatladies uses career as social services not as real job. All these kinds ofdirect and indirect stereotyping barriers will affect women careers in term ofbeing selected in jobs, recruited, promoted and evaluating their performanceappraisal. The below proposition created based on the above literature: -P3: Gender stereotyping attitudes affect women significantly fromreaching high positions in UAE. 1.

1  Other gender barriers Many factors where identified that limit womenfrom reaching high postion such as less acsses to qualified eductions, stereotypingattitude as prevoisly mentioned, sex segragration in occupations and many otherfactors  (Sabharwal, 2013). These barriers that limit women chances to reach to leadership can beclassified to the socio-psychological, systematic barrier and human capitalrole (Choi & Park 2014).  Accordingto socio-psychological model, the lack of female representation into managerialroles is due to gender roles and gender stereotype attitude followed form the society(Choi & Park 2014).  While thesystematic model suggests that barriers imbedded in organizational system whichcreate issues for women reaching top managerial positions such as networkingand organizational support obstacles (Choi & Park 2014; Hoobler, Wayne 2009). The last model, isthe human capital where women are not considered at the same standard comparingto men in fields of education, work experience and career related competencies(Choi & Park 2014). After reviewing many efforts to study women leadership the summaryof barriers that affect UAE as part of Arab region is; The Masculine culture, social traditions and the implementation of religious belief (Ensour , Al Maaitah, & Kharahsheh2017).

Culture in UAE are still hasdestrictive tradtional role that limit women from being outgoing in top positionand put rules that limit her career choices and progression (Abdalla1996).  Evenmany women themselves believe that women must make their family as priority, even when she reaches higher positions in workplace (Jamali, Sidani & Safieddine 2005). The masculine affect in UAE and other Arab countriescomes from the perspective of Arab culture privileging males and giving thempower over female. That’s the reasonwhere female managers are not welcomed in these top positions which meant to bemasculine positons. Due to globalizations, many changes entered Arab society, but still some ideas are considered as norms in the society and remainsunlikely to be much changed such as the respect expected from female to all meneven in workplace (Yaseen 2010).

Moreover, many organizations have the concernof women being in managerial position as a highly risk employees becauseof their family responsibility and high rate of taking maternity leaves (Jamali, Sidani & Safieddine 2005). Further, female is under high stress ofbalancing family life and work tasks (Bonawitz and Andel, 2009). It’s importantto point that in UAE, even most of women have help of their family, daycares orhome helpers; they are still the ones who mainly responsible of all details relatedto their children and family commitment as part of common culture and thatlimit their chances in top management positions. The barriers derived from practices beliefs are not necessaryto be the actual religion but it’s all the interpretation of people and how theyare understanding and applying it on their life.

Segregation of female and male in public, prayer and government services is part of the religion in UAE and cultural respect as well. Such policies are informal, but the impact was obvious in women enteringsome jobs with majority of men, or getting promoted among board of maledirectors (Omair 2008). Some scholars argue that hijab and niqab is also a hinderingfactor for women especially in being recruited in private sector (Peebles elal. 2007). Many of these discriminations has been controlled by UAE governmentin term of issuing legislation to give the women theircomplete right, but we can say that it has indirect effect on their careerprogression plan. Many other barriers also studied by researchers like: administration lack of support and factors related to organizations culture (Bonawitz and Andel, 2009). There are number of women affected by gender equality level withinorganizational culture which has masculine culture, and trails the structural arrangement that get women isolated form developmentassignment and informal and formal networking which male managers are accomplishingto reach to high positions (Ensour , Al Maaitah,& Kharahsheh 2017).

In addition, researchers claimed that organsaiations establishequal gender policy in term of  promotionpolicies,  career development andenhamcement can limit the gender bias (Omair 2010). In colculauion, gender equalityis an important element for organsialtional culture that will equal theopprtunities for both genders and give women their right to work hard on theirpromotion and to get high positions. Organsaition and government should workharder to ensure that gender discrimination and stereotyping will not affecttheir economy as whole. from all above barriers the below prepostion is formed:-P4: Other gender barriers such ascultural and religius belief is signifcantly impacting the career devlopment offemale in UAE. 2.    Theoretical framework3.

1. Glass Ceiling TheoryBoth gender inequality and stereotyping are directly linked to thetheory of glass ceiling. The term “ glass ceiling” was firstly introduced in1980s in the wall Street journal followed by Ann Morrison et al. study (1980).  The term of glass ceiling is” transparent barrier that keeps women from rising above a certain level incorporations” (Morrison, et al.

1987, P 13). The literture which study femaleglass ceiling as barrier is very extinsive, as this topic is a concern thatdeserved attention globally. The negative meaing of glass ceiling represent thecurrent situation that eligible and talented women are facing in the workforce, where its blocking their promotion and reducing their chances of handlinghigher responsibilites in workplace and being selected for decsion makingroles(Schein, 2006; Acker 2009; Hoobler, Wayne&Lemmon 2009; Sabharwal 2013;  Kiaye and Singh 2013; Saleem, Rafiq &Yusaf 2017).  In addtion, hindring womenfrom reaching getting ranking postion will let them  behind as a potional cnadidate for careerdevlopment (Acker, 2009).

3. 2. Social-roletheoryTheoretical frame work will support the glass ceiling term withperson-centered theory in which attributes women representation in manageriallevel to their behavioral differences and related to social issues (Rigger andGalligan, 1980 cited in Kiaye and Singh, 2013). Many Arab countries has theissue of cultural barrier in networking development and getting involved in inmale majority management.

From organizationperspective, the opportunities should be encouraged for all competent employeesirrespective of the gender; to reach to higher position which is contrary withperson centered theory (Kiaye and Singh, 2013). The main argument of glass ceiling theory in the Arab context revolvesaround on the social role.  theory andargued that social role perception of female in middle East and most developedcountries is creating challenge for women in retaining career development. Regardingleadership role that get influenced by cultural affects, the argument was that womensocial role perception in a masculine society is becoming a challenge for womento climb the career ladder and even retain it, because of women multi-socialroles, they are perceived and stereotyped to fail in senior positions (Bluntand Jones, 1997; Dorfman et al., 2012).

From thisperspective; the cause behind the glass ceiling for women reaching managerialpositons created from role incongruity which is producing prejudices thatlimits women effectiveness to be promoted and reach top management positons(Eagly and Schmidt, 2001).  In Arabculture in general, women are expected to take the family care taker role whichis incongruent leadership style and once they follow their gender expectedrole, meeting the leadership requirements will be ineffective (Eagly and Schmidt, 2001).  That leads women who are seekingauthority and instance dominance are perceived by the society in negativeway.

In addition, occupying seniorlevels is perceived to require firm characteristic, women nature being emotional, submissive and supportive nature is not fit for the senior role as per thesociety. Therefore, in gendered leadership literature, social role theory canexplain many problems that women face and the social role perception is one ofthe main obstacles that women faces to reach to top management position women (Eaglyand Schmidt, 2001).  To summaries theabove, social role theory is one of the main reasons behind glass ceiling termand it became one of the main research topic that scholars are studyingrecently to help organizations find out solutions to enable women reaching seniormanagement level. 3.    Research MethodologyThe purpose of this section is to present the research method thatis used after analyzing the methodologies used in literatures.

This paper willuse case study as main qualitative research instruments with support of semi-structuredinterviews and two focus groups sessions. It will also include one detailedpilot study design and procedure.  Qualitativeresearch methodology is considered by many researchers to study socialphenomena within the sample of participant natural setting as it has manydifferent approaches and instruments (Gay and Airasian, 2003). As described byCorbin and Strauss (2008: 12); “ qualitative research allows researchers to getat the inner experience of participants, to determine how meanings are formedthrough and in culture, and to discover rather than test variables”. This studywill explore the barriers that women faces in UAE to reach to the seniorlevels. Another reason of choosing qualitative over quantitative is thatqualitative allows depth which is needed to answer the research questions andto ensure that level of interaction is achieved with the participants(Silverman, 2005). In this paper, a phenomenological approach will be used; which hasa privilege of giving the researcher the real experience of women in UAE andhow they are living the experience and it allow them to reflect it theirthoughts and meaning (Patton, 2002).

It also allows the researchers to analyzethe women experience of the inequality or stereotyping in the workplace and howthis issue structured (Merriam, 2002). Its recommended that the topic chosenshould be with interest of researcher to ensure that the study will be successfulas he will be responsible of delivering the voice of participant in rightmanner (Seidman, 2006). Reading through the literature most of the previous researchers hasused qualitative method to study thegender inequality, gender stereotyping and glass ceiling concepts. Such as Ensour , Al Maaitah, & Kharahsheh(2017) who recently completed their study about Jordanian femaleacademics struggling in their career development with 20 female interviews anda focus group of 13 female academic. Another similar study completed by Al-Asfour, et al (2017), around Saudi women’s workchallnges also used qyalitive approch of 12 in depth semi-structuredinterviews. Another interesting example, is the study of Wood (2009), who has done a stage study for over a decade, where she found that from the 30mangers form Australia, 58% of male has achieved to senior level where only 27%of female reached to a senior management role. Another comparable, male hasreached to their promotion in 2.

5 years where female took 4. 3 years to reach tothe same level. This emphasize what Marshall was indicating in her research(1991, P. 6) that women have been a threat whenever they are closer to reach toa senior managerial level. It’simportant to indicate that on the other hand, some researcher preferred quantitativemethods such as Adriana & Manolescu (2006)who prefered studying indicators from gender index. Another study that usedquantitaive is (Saleem, Rafiq & Yusaf 2017) who has used the sample from210 mangers respondents to obtain the quantitiave method.

From this research