QATAR UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

WHAT ARE THE FACTORS THAT MAY CAUSE THE UNDERREPRESENTATION OF WOMEN IN TOP MANAGEMENT IN QATAR?

BY

MAI MOHAMAD Y. A. AL-SULAITI

A Thesis Submitted to

Faculty of the College of Business and

Economics

in Partial Fulfillment

of the Requirements

for the Degree of

Master of Business Administration

January 2018

© 2018. Mai Al-Sulaiti. All Rights Reserved.

COMMITTEE PAGE

The members of the Committee approve the Thesis of Mai Al-Sulaiti defended on 08/01/2018.

_____

Dr. Ahmed A. Mehrez
Thesis/Dissertation Supervisor

_____

Dr. Anas Abdel Karim Mohd Al Bakri
Committee Member

ABSTRACT

AL-SULAITI, MAI, M., Masters : January : [2018], Master of Business Administration

Title: What are the Factors that may cause the Underpresentation of Women in Top Management in Qatar?

Supervisor of Thesis: Ahmed, A, Mehrez

This research addresses the following question: "What are the factors that may cause the underrepresentation of women in top management in Qatar". This phenomenon is present all around the world, but for the means on this research concentration will be on how it exists in Qatar. An extensive review of research related to the subject of women in management worldwide including countries in the Arab world is provided. This research presents probable factors that might be a cause of this phenomenon and potential solutions all of which were obtained during this research. The factors revealed during the research conducted in Qatar are somewhat related to factors which were discussed in previous research conducted in other countries. Potential solutions that were presented are also very valuable and feasible. This research will open the door to research ideas that will add value into the subject of women in management for Qatar.

DEDICATION

I dedicate this research to my Mother, who is my role model. To my Father who always encourages me to do my best. To my Brothers and Sisters for giving me their support. Finally, to the friends I made during my MBA journey, Ali Al-Khuleifi Ibrahim Al-Najjar, Fatma Al-Shereef, and Othman AL-Menhas, without them this wouldn't have been possible.

ACKNOWLEDGMENTS

I wish to express my gratitude to all MBA Faculty and Support member of Qatar University. A special acknowledgment goes to my advisor Professor Ahmed A. Mehrez. I would also like to thank all the participants of this research.

TABLE OF CONTENTS

DEDICATION iv
ACKNOWLEDGMENTS v
LIST OF TABLES vii
LIST OF FIGURES viii
CHAPTER 1: INTRODUCTION 1
CHAPTER 2: LITERATURE REVIEW 2
History 2
Gender Stereotypes 2
Women in Leadership 4
Women in Management 8
What are the Barriers? 13
Women in the Workforce in the Arab World 16
Comparing Men and Women as Managers 22
CHAPTER 3: RESEARCH PROBLEM 26
CHAPTER 4: METHODOLOGY 28
CHAPTER 5: RESULTS AND ANALYSIS 29
CHAPTER 6: CONCLUSION & RECOMMENDATIONS 39
LIMITATIONS 41
REFERENCES 42
APPENDICES 50
Appendix A: Total Students on Scholarships (Internal and External) by Gender 50
Appendix B: Interview Questions 51

LIST OF TABLES

Table 1: Responses from Professor Vuksonavic Survey 24

LIST OF FIGURES

Figure 1: Female Participants Job Positions 29

Figure 2: Male Participants Job Positions 30

Figure 3: Do you Believe the Problem of Underrepresentation of Woman in top Management exists in Qatar? 31

Figure 4: Do You Believe the Problem of Underrepresentation of Woman in Top Management Exists in Qatar? (Female Participants) 31

Figure 5: Do You Believe the Problem of Underrepresentation of Woman in Top Management Exists in Qatar? (Male Participants) 32

Figure 6: How Would You Feel About Having a Woman as a Supervisor at work? 37

Figure 7: How would You Feel About Having a Woman as a Supervisor at Work? (Male Participants) 38

Figure 8: How Would You Feel About Having a Woman as a Supervisor at Work? (Female Participants) 38

CHAPTER 1: INTRODUCTION

For the past few decades women around the world have been trying to gain equal rights as men. Although women participation in the workforce has increased, there is still evidence of obvious difference in pay, authority, mobility and status. Recently in the GCC, women have been joining the workforce and entering many fields of work. Despite that, there are factors such as cultural beliefs, values, and norms that influence the decision-making process in recruitment (Al-Darmak, 2012). According to El-Ghannam, men in the Arab world consider home-making an appropriate activity for women. Both men and women in the Arab world even go as far as weighing more importance to boys' education than girls, because they believe boys will be a greater economic asset (El-Ghannam, 2002)).

This research will investigate the representation of women in the Qatari workforce, focusing on their underrepresentation in Top Management. Qatar is an Arabian country in the Middle East. It is well known for its' high-income economy due to high profits from the oil and gas industry. Qatar's economy has developed greatly, and it has the highest per capita income in the world. Women have been increasingly entering the workforce in different industries.

CHAPTER 2: LITERATURE REVIEW

History

Fortune Magazine reported a milestone in the highest number of female CEOs in its fortune 500 companies, 32 female CEOs in one year, which is 6.4% of all CEOs. This number is still very low, women should have increased more in representation. Organizations are fundamentally gendered because they were created by men for men (Ely; Meyerson, 2000). A research conducted on Russian organizations by Chirikova and Krichevskaia states that there are some sectors within the Russian economy that seldom involve women, these sectors involve but are not limited to construction and transportation. Russian women are more active in "retail trade, public food services, science, culture, and healthcare," these are known as "traditionally female sectors" (Chirikova; Krichevskaia, 2002). As more and more women began to join other "non-female" sectors the level of satisfaction of female managers in Russia is positive. Participants in the survey conducted by Chirikova and Krichevskaia were asked the question "Are you satisfied with the established methods by which the top executive manages the firm"? in this case, the "top executive" was a female. This research concluded that women in top management in Russia, use management techniques that are comparable to those of male management (Chirikova; Krichevskaia, 2002).

Gender Stereotypes

Gender stereotypes often lead to prejudice and discrimination towards women. Therefore, the existence of patriarchy, which is defined by Glick and Fisck, 1997 as "a system in which the males have control over political, legal, economic and religious

institutions" might encourage and cause prejudice and discrimination against women. Another sexist system "Benevolent sexism" is the belief that women are weak and need men to protect them. This concept might encourage negative attitudes towards women managers (Ugurlu; Beygogan, 2002). Ugurlu; Beygogan, also discuss hostile sexism defined by Glick and Fiske as "traditional prejudicial attitudes towards women which leads people to believe that women are inferior to men and this justifies male power and the traditional gender roles" (Ugurlu; Beygogan, 2002). Ugurlu and Beygogan conducted a research on college students in Turkey to investigate their attitudes towards women managers. This research concentrated on patriarchy, benevolent and hostile sexism. Male participants in the research held less positive attitudes towards women managers when compared to female participants. The participants who held strong beliefs towards patriarchy also held less positive attitudes towards women managers. The same applies to hostile sexism, participants who had displayed preference towards hostile sexism, also held less negative attitudes towards women managers (Ugurlu; Beygogan,2002).

Many studies on gender pay gap and lack of women in senior management indicate that women are underrepresented in top management and are paid less than men when they reach the top (Pichler, 2008). Pichler discusses a study that was conducted by The Institute of Personnel Management in Britain that found that women are underpaid compared to men and are underrepresented in senior management. This study also states that women were less involved in strategy setting, moved slowly through lower-level management positions, and had less access to training than men did (Pichler,2009).

According to Welle & Heilman there are two types of stereotypes: descriptive and perspective. Descriptive stereotype are constellations of traits that are thought to uniquely describe men and women. Welle & Heilman also discuss the "job sex type" which is determined by two factors; The gendered characteristics that is required by the job and the proportion of men or women occupying the job (Welle & Heilman,2005). Prescriptive stereotypes describe how men and women should act and what behaviors are required and are considered appropriate from each gender. When a woman becomes a manager for example and enters a male-typed task, she is violating the prescriptive stereotype. Pichler concludes by stating that stereotypes contribute to the phenomenon known as the "glass ceiling" which are "invisible barriers that prevent women from getting to the top" (Pichler, 2008). In 1992, The U.S. Department of Labor of formally recognized the existence of the glass ceiling and investigated its potential causes, consequences and treatments (US Department of Labor).

Women in Leadership

An article by Ibarra and Obodaru which was published in the Harvard Business Review states that there are leadership qualities that are thought as more important than others and that are more aligned with men than women. Both authors conducted a study in which they evaluated the outcome of the Global Executive Leadership Inventory (GELI). This is a 360-degree survey conducted on a sample of 2,816 male and female students from 149 countries enrolled in executive education courses at Instead University. According to both Ibarra and Obodaru they based the outcome of their "GELI" study and did their assessment of leadership performance on the following leadership aspects: envisioning;

empowering; energizing; designing and aligning; rewarding and feedback; team building; outside orientation; global mind-set; tenacity; and emotional intelligence. The conclusion was unexpected, as stated by Ibarra and Obodaru, women received better rankings than their male counterparts in nine out of the ten qualities considered important for effective leadership (Ibarra and Obodaru, 2009). The one area that women fell short was envisioning, which was defined as "the ability to recognize new opportunities and trends in the environment and develop a new strategic direction for an enterprise" (Ibarra and Obodaru, 2009). Women consistently surpass men in most of leadership traits, but they are usually deemed to lack strategic vision by their colleagues. This finding which is consistent across several studies which explores the differences between men's and women's leadership traits, may be one of the main reasons why women are underrepresented in executive positions. Being a visionary and having strategic vision may help women break the "glass ceiling". There are two fallacies that exist that women need to be aware of to help them from getting into the gender stereotyping trap. The first fallacy is "women are like men"; The presumption that women and men need to have the same leadership characteristics as each other has existed for a long time. The use of the 360- degree tool has aided the spread of this assumption. Ibarra and Obodaru claim that tools like the 360 tools and similar tools may contain some biases towards what men considered as positive leadership traits in past years. It is also not surprising that leadership has traditionally been described and defined in mostly masculine terms (Ibarra and Obodaru, 2009). Ibarra and Obodaru present a statement by Vinkenburg that validates these claims, "Men and women have the expectation that male and female leadership styles will differ. Therefore, women and men

typically demonstrate different leadership qualities. However, organizations continue to measure leaders, regardless of gender, on characteristics that apply to leadership in male-dominated companies" (Ibarra and Obodaru, 2009). The second fallacy according to Ibarra and Obodaru is "do what the boys do". This fallacy is about realizing that women and men have different leadership styles. However, women unfortunalty still believe they must mimic the traits and characteristics of men to climb the corporate ladder and become successful leaders. Researchers Peters and Kabacoff discuss that historically, this strategy has been somewhat successful for women. Ibarra and Obodaru confirm this claim by presenting findings of a study completed by Management Research Group which found that the differences in behaviors between men and women decreased the further up the corporate ladder they went. Women who were in top-level management positions were viewed as both strategic and as willing to take chances as their male counterparts; this was different than the women in middle management positions (Ibarra and Obodaru, 2009). On the other hand, additional research shows that it is not easy for women to "do as the boys do". When women start to display male characteristics or traits, such as being tough or making tough decisions, they are not accepted by their peers. At the same time, when they do not show enough of these characteristics and traits, they are considered unsuitable for top positions. This demonstrates that women are "in a double bind" (Ibarra and Obodaru, 2009).

People in general questions women's leadership abilities. When the skills and traits of both men and women are compared, usually men are recognized as being better skilled and their traits as being more appropriate for management and or leadership (Prime, Carter;

Theresa, 2009). Although there are numerous studies that show that “men and women have more similarities than differences in both cognitive abilities and personality traits” (Spelke,2005). In addition, recent studies on leadership styles, such as transformational, transactional, and laissez faire leadership styles, discuss that more similarities exist between men and women leaders. The authors of this study concluded the following statement (Eagly, Johannesen-Schmidt, Engen, 2003), “Regardless of this evidence, and the fact that we see more women holding higher education degrees in the US, and women make up more than 50% of the managerial and professional workforce, there is still a very low number of women in top management of the Fortune 500” (Carter; Theresa, 2009).

The Ministry of Development Planning and Statistics in Qatar reported in their “Education Statistics” report that the number of females with post graduate studies in 2016 was an accumulated 571 female graduates compared to an accumulated 386 male graduates. This means that females in Qatar hold 60% of total post graduate degrees. Women believe that gender stereotypes hinder their career progression (Prime, Carter, Welbourne, 2009). Even though women prepare for leadership roles in similar methods to men which include education and work experiences, women believe that perceptions and stereotypes of their leadership capabilities are unaffected. Women believe that the damaging and deceptive stereotypes about their leadership abilities still exist and eventually lead to evaluative bias as well as discrimination (Prime, Carter, Welbourne, 2009).

Women in Management

Researchers in recent studies examine the "gender-difference" perceptions to support the claims of women. These studies document evidence of global perceptions of differences between men and women leaders. One of these perceptions is the belief that the average women had less leadership skills then the average man (Boldry, 2001). In a research titled "Women "Take Care" Men "Take Charge": Managers' Stereotypic Perceptions of Women and Men Leaders", by Jeanine L. Prime, Nancy Carter & Theresa Welbourne, perceptions of both women and men behaviors are examined in a survey that included participants from the professional world as well as students. The hypotheses they were aiming to prove were "Managers will perceive that significantly more women leaders than men are effective at feminine leadership behaviors" and "Managers will perceive that significantly more men leaders than women leaders are effective at masculine leadership behavior." This research concluded that both male and female respondents, were consistent with the directions predicted in the first hypothesis. There was also no evidence that male respondents had different perceptions of women's and men's' performance (Prime, Carter, Welbourne, 2009).

Are women managers different from their counterparts in ways that affect job performance? In a research conducted by professors William E. Rief, John W. Newstron and Robert M. Monczka, in 1975, they explore the myths and assumptions that are being made about women managers. These assumptions are:

- Women are more emotional and sensitive to the feelings of others, while men are rational and coolly objective in their relationships with others.
- Women are uncomfortable in a man's world.
- Women work as a hobby or for luxuries and, as a result, lack the ambition, aggressiveness, and dedication necessary to excel in business.
- Women have higher rates of sickness and absenteeism.
- Women do not understand statistics.

Crampton & Mishra, 1999 list some of the myths that are derived from stereotypes and applied to women in business as follows:

- "Women switch jobs more frequently than men. Though not statistically proven, a legitimate reason is the fact that people move to another job when they are no longer challenged or given an opportunity for advancement.
- Women take jobs away from the family breadwinner. Viewing the male as the primary breadwinner is no longer the rule. Single, widowed, and divorced women are also the main breadwinners.
- Women would not work if economic reasons did not force them into the labor market.
- Training of women is wasteful when they leave work for marriage or children. This attitude appears to be more of a scapegoat reason than a valid reason to discriminate. Men leave a company after training at a comparable rate with women.
- Neither men nor women prefer to work for a woman.
- Women fall apart in a crisis.

- Women are too concerned with the social aspects of their job and cannot be trusted with important matters.
- Women are more concerned than men about working conditions. This attitude, though thought of as negative, is theoretically of benefit to a work environment and can promote motivation.
- Women do not require their jobs to be as self-actualizing as men require of their jobs.
- Women are less concerned with getting ahead, about success, and about power. These attitudes are changing as women become more educated and look at their work as an important part of their being.
- Women cannot take executive jobs because they must be available to move with their executive husbands.
- Women are not willing to travel extensively for a company" (Crampton & Mishra, 2009).

Due to these existing assumptions and or stereotypes, many organizations made the decision that women are not prepared for management and require training and development programs that will get them ready for management positions. A survey of twenty firms in the United States found that although some firms were interested in special programs aimed at women, only one firm had a special development program for women.

What was more interesting was a company that completely excluded women from an existing development management program (Reif; Newstrom; Monczka, 1975). In testing for differences in level of measured ability and knowledge in twenty- two

dimensions related to business, the Johnson O'Connor Research Foundation's Human Engineering Laboratory found that there are no differences between men and women in fourteen categories, women excel in six and men excel in two categories. Women are superior in finger dexterity, graphoria, ideaphoria, observation, silograms, and abstract visualization. Men excelled in grip and structural visualization (Durkin,1971). As a result, the following observation was made:

> *"The aptitudes which seem to Underlie successful management are: Objective Personality, Abstract Visualization and high English Vocabulary. Equal numbers of men and women possess objective personality and high vocabulary. More women have abstract visualization than men. The ratios are three women in four, one man in two. Theoretically at least, there ought to be more woman in management than men." (Durkin, 1971)*

In an article by Crowley, Levtin and Quinn, the authors attempt to dismiss some stereotypes of the average women. In their study, they found that a significant sex difference does exist in the importance women place on having friendly and helpful co-workers. However, both sexes attach the same importance to having a supervisor who cares about the welfare of subordinates. This study also revealed that women and men are equally concerned that their work is self-actualizing, equally discontented with intellectually undemanding jobs, and equally concerned with opportunities for getting ahead on the job.

These research findings show that there are "more on the job similarities between men and women than differences." (Crowley; Levtin; Quinn, 1973)

In a recent study by Lirtzman and Wahba, the capability of women to assume

managerial roles and decision making was investigated. The results of this study do not support that claim that women will adopt a sex-role-related strategy in a competitive situation under conditions of uncertainty.

These research findings although they are not conclusive, they strongly suggest that many of the assumptions that women managers are basically different (inferior) are not well supported by facts (Crowley; Levtin; Quinn, 1973)

Crowley, Levin and Quinn conclude the following:

1- Men and women managers are more similar than dissimilar in their; feelings about the organizational climate within which they work.
2- Women managers tend to view an organization as an integrated whole. Men differentiate between formal and informal organizational concepts and more clearly prefer the formal organizations.
3- This study proposed that decisions made about women on basis of their sex, without considering factors as background, education, experience, personality, and potential, are likely to be wrong. This conclusion does not imply that women are equal or superior to men in all capacities, but it argues that women should be considered based on their personal qualifications on the same was that men are.
4- The need to establish special management-development programs for women is questionable.

In a conceptual paper titled “What is wrong with current approaches to management development in relation to women in management roles? written for Women in Management Review, author Sharon Bartram, 2005 discusses gender neutrality within

management theories and shows how much these theories influence the practice of management development to the determent of women managers. This paper claims that when a certain job is dominated by females, it starts being characterized as a “women’s work” and begins to lose its status. This paper questions this claim. If this were true, does that mean if women begin to join a certain job, or career that are usually associated to men, would is mean these jobs and careers start to become downgraded and lose their power and status? If this is happening with management roles this might be one of the reasons women find difficulty in progressing into top management, men are preserving the so called “sire” of power associated with top management positions, if women were let in to these positions, they believe that eventually these positions will lose both their power and status.

What are the Barriers?

Although “men’s dominance in management may remain a barrier for women’s career progression” (Whitehead, 2001) some research supports the idea that women may be at fault for their own misfortune. A reason presented for the reluctance of women to challenge the dominate masculine work cultures is that if they did, this might lead to increased women marginalization in an already highly competitive workforce. This leads us to conclude, that women managers might be described as “colluded self” (Casey,1995).

This just means women are doing what they can to get by and fit in without causing any disruptions. On the other hand, there is research that proves the opposite, that women are enthusiastic and strive for career success and progression, but the masculine culture discourages them which often leads these women to move on to different career paths, and sometimes even self-employment.

A contributing factor to the lack of female representation in top management is the Queen Bee concept that is discussed by Sharon Mavin in her research titled "Queen Bees, Wannabees and Afraid to Bees: No More 'Best Enemies' for Women in Management?".

In this research Sharon Mavin investigates solidarity behavior and the Queen Bee concept. According to Sharon Mavin, the researchers, Staines, Travis and Jayerante present the label 'Queen Bee' in their study which concentrates on women's attitudes towards liberation. Staines, Travis and Jayerante discovered that some women were actively opposed to any changes in traditional sex this is an example of the 'Queen Bee Syndrome'.

On the other hand, The Queen Bees were opposed to this basing on their personal success within the system: both professional success and social success (popularity with men, attractiveness and a good marriage)' (Rindfleish,2000). According to Mavin, the three researches Staines, Travis and Jayerante summarized this as 'if I can do it without a whole movement to help me, so can other women'. In Mavin's research, Abramson also defines the 'Queen Bee' to describe women who had already made successful achievements in managements but who tended to deny any idea that there was a systematic discrimination against women. Mavin also touches on the subject as to why women don't aspire to powerful positions. In the same research by Mavin, Olssen claims that "women in senior management are marginalized by the continuing pervasiveness of heroic masculinism, the traditional and hierarchical form of management which depicts executives as solitary (male) heroes engaged in unending trails of endurance" (Olssen, 2000).

Wacjman also states that "What has become very evident is the fact that women's presence in "men's world" is conditional on their willingness to modify their behavior to

become more like men or to be perceived as more male than men". This is viewed by Mavin as odd and inconsistency between the managerial role and gender role. This means that if women want to conform to the gender role, they fail in the managerial role. Which also means, if they want to be confirmative in the managerial role, they fail the gender role and they are no longer feminine (Mavin,2008).

According to Mavin, women in the workforce who are not in management, find it difficult to relate to women who are in senior management. Women's reactions to senior women (and vice versa) add to more divisions between women instead of strengthening alliances. These divisions which are caused by women competing are the main cause to the gender destabilization. Consistent with what Mavin has stated, Chesler argues that women are just as competitive as men, but instead of competing with men, women are directing this competition towards each other. Women are harder on other women than men are (Mavin, 2008). Women have expectation that their women boss will be more understanding towards their problem, more caring and giving, forgiving, more nurturant than men (O'Leary and Ryan, 1994). Most women unconsciously expect other women to 'mother' them and feel betrayed when they fail to meet ideal standards. "Women in organization do behave in sexist ways; they tend to hold double standards in terms of gender and their sexism not only means that women dislike or devalue each other, but that they expect other women to fulfil unrealistic family or fantasy needs. 'To a woman, other women (are supposed to be) Good Fairy Godmothers and if they are not they may swiftly become their dreaded Evil Stepmothers'" (Mavin ,2008).

An article presented by Mavin 'Queen Bees halt the Wannabees' in the UK Times Higher Education Supplement by Bull states:

"Top female scientists may be partly to blame for the lack of women in science jobs because 'queen-bee syndrome' means they cannot tolerate their own sex . . . top female scientists believe that their junior females do less work and are less committed to their careers. . . Naomi Ellemers [the author of the research] dubbed the tendency this as she found queen-bee syndrome to reflect the way that bee colonies only ever have one reproductive queen. All other female bees, known as workers, are inferior to the queen . . . . Queen bees identify themselves as predominantly masculine and set themselves apart from other women says the research" (Bull,2004).

Mavin concludes that the continued use of the Queen Bee concept negatively, will continue to prove that women are 'unnatural' in senior management and it will confirm that fact that the gendered status quo should prevail. The Queen Bee concept is sexist and is an outdated label, and it is undermining for women. Solidarity behavior has made a successful contribution to the rise of women in management (Mavin, 2008).

Women in the Workforce in the Arab World

In the Arab world, women are viewed as being less career minded than men. This misconception leads to the challenges associated to the career progression of women in the Arab world (Omair, 2010). Some academic studies about Muslim women in the Arab world suggest that culture and/or religion contribute to the inequality of career progression between men and women (Altorki; El-Solh, 1988). Hofstede defines culture as "the collective programming of the mind that distinguishes the members of one group or

category of people from another." A study conducted on women in the United Arab Emirates (UAE) examine five different cultural dimensions which might explain the gender inequality on career progression in the UAE. These dimensions are, Collectivism, Gender egalitarianism, Uncertainty avoidance, Power distance, and Future orientation. In this study, the researchers concluded that the cultural dimensions all influenced the careers of women in UAE. An example of this is that women in UAE placed high value in future orientation by investing in their education and by doing so they are investing in their careers. They are also making future choices when deciding on careers because the cultural beliefs on marriage, motherhood, and childcare play a huge role on their decisions (Mackey, Immerman, 2002). This study discusses three propositions which were developed by the researchers, "gender differences exist in cultural orientation", "values and practices are interdependent" and "interrelationships exist among cultural dimensions". They also discuss three themes that play a big role in women's careers in UAE, family influence on careers, individual level attitudes towards education and career workplace career development (Kemp; Zhao, 2016).

According to Asya Al-Lamky in her research titled "Feminizing leadership in Arab societies: The perspectives of Omani female leaders"; in Oman a country in middle east which is part of the GCC, women participation in the labor force is very low. Women are significantly underrepresented in both middle and upper management positions, and over represented at the bottom in both the public and private sectors (Al-Lamky,2007). The unemployment rate for women in Oman is 40% compared to the unemployment rate of men of 15%. Women are earning less than men in equivalent jobs, and to add to that women

lack professional networks and/or mentors. Men have more access to these social networks and mentors (IFC, Al-Lamky, 2007). In addition, Al-Lamky states that there are many employers in Oman that believe women will leave work once they get married or have children, therefore they are very reluctant when recruiting women. Al-Lamky also states that because of the previously stated belief by employers, women receive less training, promotional opportunities and are earning less than men in similar jobs (Al-Lamky,2007). This research paper by Asya Al-Lamky, investigates recent appointments of a few women in to top management in Oman. The author explores the traits, experiences and challenges of these women. These women were highly educated, all of them had at least an undergraduate degree and some have PhD's. One of the interviewed women stated, "It is a function of time and readiness to have women in leading positions, it is also highly likely that internationally, promoting the image of Oman as a progressive Gulf nation may very well played a role." (AL-Lamky, 2007). Most of the women interviewed believed that although they might deserve the positions they are in, economic impetus and international pressures played a role in their appointment into these positions. Most of the women interviewed were appointed into their positions by the highest authority in the country (Al-Lamky,2007).

In this research, the author discusses the early life of these women and how their early life played a big role into their development into leaders in leadership roles. The parent's role and educational role of these women in their early life had a great impact on their development. They had supportive spouses as well. The odd point made in this research by Al-Lamky is a statement made by one of the interviewees when she blamed

women for their own misfortunes “Women have to change their own image and the stereotypes projected on them. They must work extra hard to prove themselves that they can deliver on equal footing, if not better than men. To annually get pregnant and refuse assignments based on one’s gender is simply confirming the currently held stereotypes and further restrains women who have the will and ability to progress from doing so. They need to overcome their inter-jealousies which invariably work against them . . . Let us help women grow and achieve and not add hurdles to their development.” (Al-Lamky, 2007).

Asya Al-Lamky also presents enabling and constraining factors for gender empowerment in Oman as follows:

“Enabling factors for empowerment:

1- Commitment at the highest national level and incorporation of gender goals in Oman’s five-year development plans.
2- International pressure to empower women, i.e. United Nation’s initiatives.
3- Constitutional rights for gender equality.
4- Universal education at all levels.
5- Increasing visibility of women in managerial and decision-making positions
6- Increasing training and educational opportunities for women.
7- Establishment of the Directorate General for Women in the Ministry of National Development

Constraining factors for empowerment:

1- Lack of policies and procedures for implementation of these declarations.
2- Restrictive traditional and patriarchal social attitudes towards women.

3- Absence of regulatory body to ensure compliance with the laws + tacit discriminatory practices at work.
4- Implicit gender based specializations and preferential admission criteria for males in higher education institutions.
5- Lack of HR strategies to promote inclusiveness.
6- Lack of focused training to manage diversity or promote inclusiveness.
7- An administrative body which lacks strategic authority to affect change (Al-Lamky,2007)

According to Al-Lamky, there are systematic forces that maintain the inequity between men and women that should be tackled. These forces are the Socio-cultural Domain, this force can be tackled by raising gender awareness through education and media and promoting progressive interpretations of Islam that support justice and equality for both genders. The second force is the Economic Domain, this force can be tackled by emphasizing that business success comes from a wider range of leadership skills, perspectives and expertise. The third force is the Organizational and legislative domains, to tackle this force, organizations must ensure that their policies and strategies incorporate gender issues and concerns. Organizations must assess their strategies, policies, programs, and structures and eliminate anything that might obstruct women's employment and career growth. The fourth and last systematic force is the HR domain, HR approaches that transform work cultures should be implemented like change management training, sensitivity training and cross gender communication training (Al-Lamky, 2007).

According to Ely, Ibarra and Kolb in organizational hierarchies that are

predominated by men communicate that women are “ill-suited” for leadership roles. People tend to gravitate to those who are like them on noticeable dimensions such as gender leads powerful men to sponsor and advocate for other men when a leadership opportunity arises. These biases accumulate, and the aggregate can interfere in women’s ability to see themselves as leaders. Women’s underrepresentation in leader positions is evidence that systems and beliefs encourage and support men’s bids for leadership (Ely, Ibarra, Kolb, 2011). There is a “mismatch between the qualities that are given and attributed to women, and the qualities that are necessary for leadership” (Ely, Ibarra, Kolb, 2011). Sometimes women in authority are either too aggressive or not aggressive enough. What appears to be assertive, self-confident, or entrepreneurial in a man often looks abrasive, arrogant, or self-promoting in a woman. Simply being a successful woman in a male domain is regarded as a violation of gender norms. In their research titled “Taking Gender into Account: Theory and Design for Women's Leadership Development Programs” Ely, Ibarra and Kolb discuss workplace biases that cause challenges for women as follows:

Few Role Models for Women

Due to the underrepresentation of women in management and leadership roles, younger women are left with few role models. The underrepresentation of women can also signal that being female is a liability which can and may discourage women from becoming leaders. The scarcity of women makes women seem unfit as role models.

Gendered Career Paths and Gendered Work

Most structures were designed by men for men and when women had low presences in the labor force. Features of jobs reflect men’s lives and situations and this makes it

difficult for women to "get on and stay on the course to leadership". People see that men are better fit for leadership roles partly because the paths to such roles were designed with men in mind.

Women's Lack of Access to Networks and Sponsors

Informal networks are very important they can regulate access to jobs, channel information flow and referrals, create and influence reputation, supply emotional support, feedback, political advice and protection and increase the likelihood and speed of promotion (Burt, Granovetter, Higgins & Kram, Ibarra, Podolny & Baron, Westphal & Milton). These networks open doors to leadership roles. Unfortunalty, men predominate the positions in power, therefore women have smaller pools of high status, same gender contacts which they can benefit from compared to men (Ibarra; Obodaru, 2009).

Women Leaders' Heightened Visibility

Women rise to leadership positions despite many challenges, but structural impediments and cultural biases continue to shape their developmental and leadership experiences. When women rise in the hierarchy, they become increasingly scarce; as women become scarce, they become more visible and subject to greater scrutiny. Under this microscope, women can become risk-averse, overly focused on details, and prone to micromanage (Ely, Ibarra, Kolb, 2011).

Comparing Men and Women as Managers

Management is not an easy task, it is very complex indeed. Social psychology states that management occurs when the "greatest power", the leader, within a group takes up the role of governing. Alone or collectively with the group the leader participates in

decision making to achieve objectives which will address the needs of everyone involved in the best possible way. The word “governing” nowadays is replaced with the word “managing”. The term management is the English word which means “control, work control”. The term includes activities and abilities to manage and/or organize activities of an entity. It also includes a group of people who have a certain task to manage an entity.

Lastly, it includes activities and or abilities to resolve situations (Vuksanović, 2012). The definition and analysis of the term “management” above displays to us that “management” is not a new “phenomenon” it is just a “redefinition” of business terminology. Professor Vuksanović discusses gender as a factor in selections for management position, her research discusses the characteristics that should be present in a “good manager”. These characteristics are intelligence, professional ability, specific planning ability, communication skills, flexible thinking, able to share knowledge, kind and courteous, emotional stability, and many more characteristics. We should note that gender is not one of the characteristics discussed by Vuksanović. In her research Vuksanović produces the research question “Is it better that your manager is a man or a woman, and why?” below is a table of the responses that were obtained from surveying 187 participants 89 male and 98 females.

Table 1:

Responses from Professor Vuksonavic Survey

Gender	Age	Marital Status	Preference in manager gender	Percentage
Male	Under 30	Married	Male	33.33%
			Female	33.33%
			Either	33.33%
Male	Over 30	Married	Male	50.00%
			Female	20.00%
			Either	30.00%
Male	Under 30	Unmarried	Male	66.66%
			Female	33.33%
			Either	0.00%
Male	Over 30	Unmarried	Male	0.00%
			Female	100.00%
			Either	0.00%
Female	Under 30	Married	Male	0.00%
			Female	100.00%
			Either	0.00%
Female	Over 30	Married	Male	58.00%
			Female	8.00%
			Either	34.00%
Female	Under 30	Unmarried	Male	37.50%
			Female	25.00%
			Either	37.50%
Female	Over 30	Unmarried	Male	100.00%
			Female	0.00%
			Either	0.00%

The respondents were also given the option of explaining or justifying their answers. The common responses by male respondents who voted “men” include: women are not capable, traditionally a man is hired as a manager, men are more responsible than women, women are too arduous, men understand other men better, etc. Male respondents who voted “women” said: women are less strict, women are more capable, women are more flexible and empathetic, etc. Male respondents who voted neutral replied: gender isn’t important, it is more important that the manager is an expert, gender doesn’t matter if work is done well. Women respondents had different responses. Female respondents who voted “men” said: men are less negative in comparison, women are not harmonious, a man should make all the decisions, women are evil, women should not have power, men are less complicated, men do not gossip, etc. Female respondents who voted “women” said: women are more honest and reasonable, women empathize with other women, etc. Female respondents who were neutral gave reasons such as good communication is the most important, person should be capable, person’s gender isn’t as important, what’s important is that the manager should be capable, and so forth. It can thus be seen the choice of various respondents and their justification of their choice (Vuksanović, 2012).

CHAPTER 3: RESEARCH PROBLEM

The results of the Labor Force Sample Survey for Q3 2017, conducted by the Ministry of Development Planning and Statistics, showed an increase in the number of participants in labor force from 1,985,264 workers in Q2, 2017 to 2,048,599 workers in Q3, 2017, accounting for 86.4% males versus 13.6% females. The results indicate that the economic participation rate of Qataris reached 51.5% of the total Qatari population aged 15 years and above, with 67.3% for Qatari males and 36.4% for Qatari females of the total Qatari labor force. The percentage of employed Qatari females is about half of the employed Qatari males. This shows that there are less females in the labor force in Qatar. In the same sample survey, the average monthly wage of male "Paid Employment Workers" is QAR 11,093 and for females it is QAR 9,816, this indicates that males are making an average 13% more than females. This clearly shows the pay gap although it might not be a significant difference, the pay gap still exists. Women in Qatar are highly educated in 2015/2016 academic year, there were a total of 255 higher degree degrees (masters and doctorial) 58% of these degrees were held by females (Appendix 1). This is an indication that women are rising in the high ranks of education.

In Qatar, as is all around the world, we do not see many women present in positions in top management of corporation, or governmental entities. In the Qatari Advisory council, for the first time in history in 2017, the Emir appointed 4 women to the council. Yet still, women make up less than 10% of the advisory board. The Qatari Cabinet members which consists of 16 ministers as of 2017, only has one women minister which holds the post of Minister of Public Health. There are no women CEOs in the large

corporations in Qatar. For example, the CEOs of the largest corporations contributing to Qatar's economy, Qatar Petroleum, RasGas, Qatar Gas, Qatar Airways and Qatar National Bank are all male CEO. To add to that, the CFOs of the mentioned large corporations are also all male.

As stated earlier, females are underrepresented in top management in Qatar. Despite the fact women are highly educated and makeup about half of the Qatari national workforce, their numbers are dwindling when it comes to top management and influential positions in the workforce. The main question to address is "What are the factors that may cause the underrepresentation of Women in Top Management in Qatar?".

CHAPTER 4: METHODOLOGY

A Qualitative research was conducted to evaluate and investigate the factors that may lead to the underrepresentation of women in top management in Qatar. Interview questions (Appendix 2) were prepared and a total of 60 individuals participated in the research. There was a total of 33 males and 27 females. The interviews were face to face and they took place in the participants workplace. The interviews time was about 15-45 minutes in total. The participants were from different job position levels. All interviews were not recorded to protect the confidentiality of the participants. The responses were recorded, notes were taken during the interview. The responses from participants were then tabulated to ease the process of data analysis. Some participants made additional valuable comments which were considered and recorded to contribute to the research.

CHAPTER 5: RESULTS AND ANALYSIS

Interviews conducted revealed interesting information that exposed insights about gender bias in Qatar. As stated before, the interview participants were 27 females and 33 males. There are four different categories of job positions Supervisor, Head, Assistant Manager and Manager. A Supervisor is a job position that has one or more staff reporting to it. A Head Job position has one or more supervisors reporting to it. An Assistant Manager job position has one on more heads reporting to it. Finally, a Manager position has one or more assistant managers reporting to it. Female participants consisted of 63% supervisors, 22% heads, 8% assistant manager, and 7% managers (Figure 1). Male participants consisted of 43% supervisors, 39% heads, 9% assistant managers, and 9% managers (Figure 2).

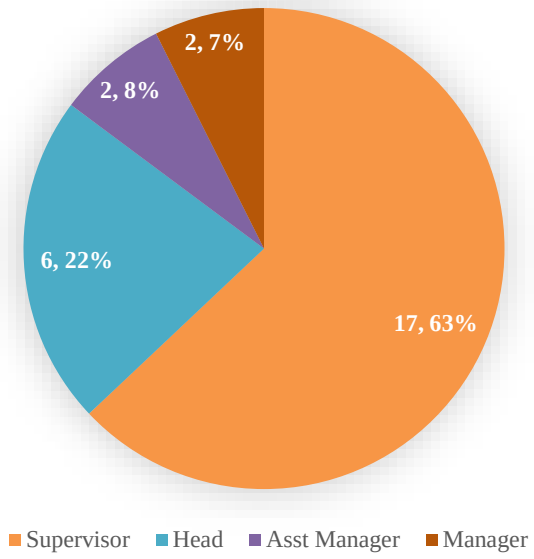

Figure 1: Female Participants Job Positions

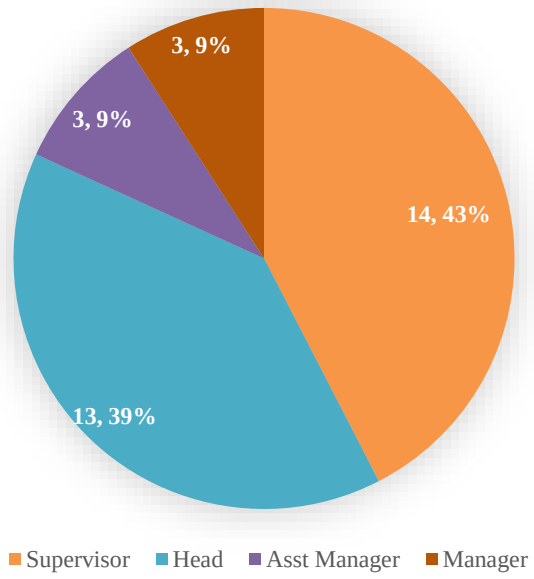

Figure 2: Male Participants Job Positions

The outcomes of the interview questions are as follows:

1- *Do you believe the problem of underrepresentation of Woman in top management exists in Qatar?*

The participants were asked to reply with a "Yes" or "No" answer. Overall 57% of all participants replied "Yes" and 43% replied "No" (Figure 3). The female participants, there were 81% "Yes" responses and the remaining 19% "No" responses (Figure 4). The male participants had 36% responded "Yes" and 64% responded "No" (Figure 5).

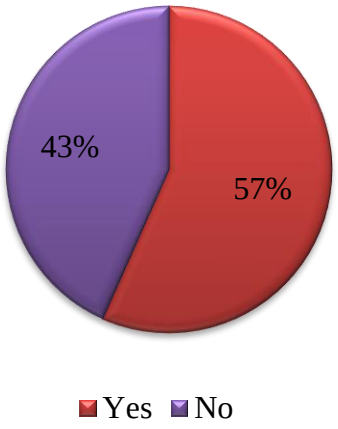

Figure 3: Do You Believe the Problem of Underrepresentation of Woman in Top Management Exists in Qatar?

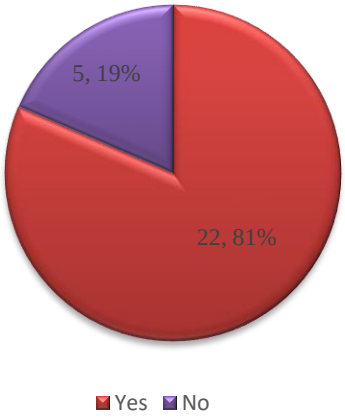

Figure 4: Do You Believe the Problem of Underrepresentation of Woman in Top Management Exists in Qatar? (Female Participants)

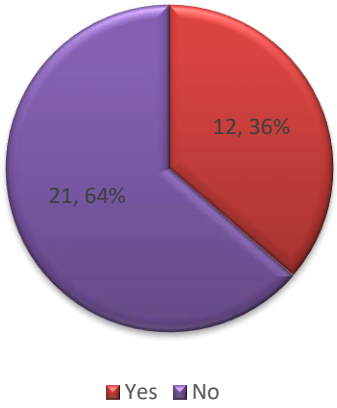

Figure 5: Do you Believe the Problem of Underrepresentation of Woman in Top Management Exists in Qatar? (Male Participants)

It is evident that number of females that believe the problem of underrepresentation of women in top management in Qatar exceeds the number of than males. The female participants who responded with "No" were from different job positions, the same applies to male participants. Participants were given the option to elaborate on their response if they responded "No". Participants elaborated by saying "The problem doesn't exist women are just beginning to join the workforce; therefore, it will take time to see them in top management positions" other stated "there are enough women in top management" and some male participants said, "problem doesn't exist, women don't want or can't handle the responsibility". These responses are problematic and do not align with the factual findings on Qatar workforce; therefore, the researcher gave numbers of female graduates, compared

to men and their current representation in management. Researcher tried to explain statistics and facts, but the participants insisted the problem doesn't exist. One response from a female was "the problem does exist, but we shouldn't blame the system, we have to blame ourselves (women) for not working hard enough and proving we can do it", this response is a clear example of the "Queen Bee" concept discussed in the Literature review.

The woman here is not blaming the system but blaming women for their underrepresentation, which is the exact definition of a Queen Bee.

2- What do think might be the main causes of this phenomenon?

The participants who answered "Yes" on the first question gave the following reasons:

- Cultural Beliefs, the culture in Qatar still does not accept women in management. Several male respondents stated, "women should stay at home and raise their kids".
- Religion, this may be a reason because some people misinterpret religion and believe that women should not work with men.
- Trust, unfortunalty, the reputation of women resigning from their job due to various reasons including family reasons, has contributed to the fact management and decision makers refrain from promoting women into top management.
- Top management is male dominated, and males want to keep it that way.
- Women fight women, they do not help each other reach the top, instead they fight each other. Unlike men, they support each other and help each other rise to the top.

- Due to cultural beliefs, families don't want their daughters, wives, sisters to be in top management because the job is demanding and will take them away from their families.
- Women lack confidence, they have the education and experience but lack the confidence to push them to the top.
- Lack of role models for women, a participant shared that if there were more women in top management, women in general would have more aspiration to become a part of the top management world. Since there is a lack of role models, women do not believe they can make it to top management and be successful.
- Socially women who make it to the top management world are viewed as not family orientated. They are perceived as taking up the role of men. In some cases, they are viewed as not being good wives or mothers. Therefore, some females don't aspire to get to the top, they do not want to close the door, or lose the chance of having a family.
- Lack of family support which also is part of the cultural, and social reasons previously discussed.
- Women require more training was a reason given by several participants.
- Lack of social and support groups that provide valuable support are unavailable to women.

The participants that answered “No” on the first question gave the following responses:

- There aren’t any factors that are really contributing to the underrepresentation of women, but the main factor maybe lack of family support. This reason was also presented above.

Therefore, the main reasons that were brought forward were related to Social, Cultural and Religious reasons. There are two types of reasons that influence the underrepresentation of women in top management; Reasons related to the workplace and reasons outside the workplace. Reasons related to the workplace are, Trust, Lack of role models, Women fighting women, and Male domination. All other reasons come from outside the workplace such as Social, Cultural, Religious, Family support; All of which are potential factors that influence the underrepresentation of women in top management.

3- What do you think might be a solution for this phenomenon?

Solutions presented by the respondents are as follows:

- More development training will prepare women for top management roles.
- Awareness and Education about women’s abilities and the benefits of the valuable inputs and contributions they can produce should be given to HR managers and decision makers.
- Government should intervene and mandate a quota that must be met. Regular audits should be conducted, and non-complying corporations should be penalized.

- Social Groups and Support Groups should be established to provide support for women. These groups will bring women together and will help them share knowledge and share expertise.

The participants that did not believe the problem existed stated the following solutions/statements:

- Nothing should be done because it would be a waste of resources.
- Women should work on fixing their reputation and fix how they are perceived.
- Women should choose between work or family.
- A solution can also be flexible working hours for women, since they have families.

The solutions presented could be feasible and may lead to decreasing the gap of males to females in top management.

4- How would you feel about having a woman as a supervisor at work?

When participants were asked about how they feel about having a female boss, 65% responded with "No problem with Women Supervisor" and the remaining 35% "Prefer Men" (Figure 6). Male participants had almost equal responses with 45% "No problem with Women Supervisor" and 55% "Prefer Men" (Figure 7). On the other hand, the female participants have tremendous difference with 89% "No problem with Women Supervisor" and 11% "Prefer Men" (Figure 8).

Participants were given the option to elaborate on their preference. Male participants who have no problem with a women boss made statements such as "male or female doesn't matter as long as the job is done", "women are more supportive, so I don't

mind having them as a supervisor". Male participants who prefer men did not elaborate. Female participants who have no problem with a women boss elaborated with statements such as "We need more role models". "Women understand each other". On the other hand, women that prefer men made the following statements "women are unfair", "women are demanding", and "women are afraid we will take their position".

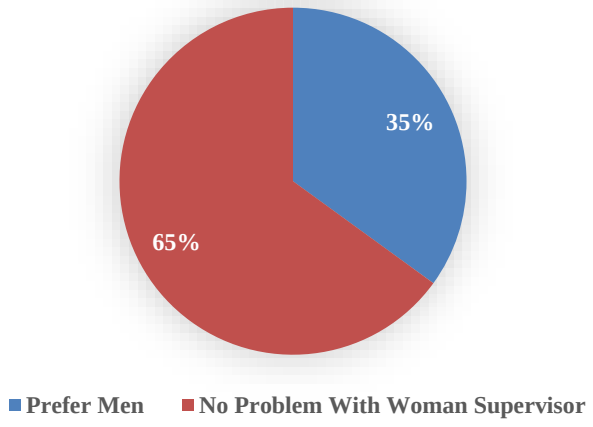

Figure 6: How would you feel about having a woman as a supervisor at work?

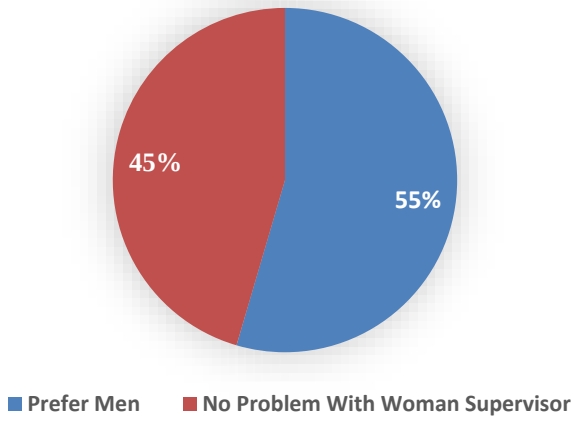

Figure 7: How would you feel about having a woman as a supervisor at work? (Male Participants)

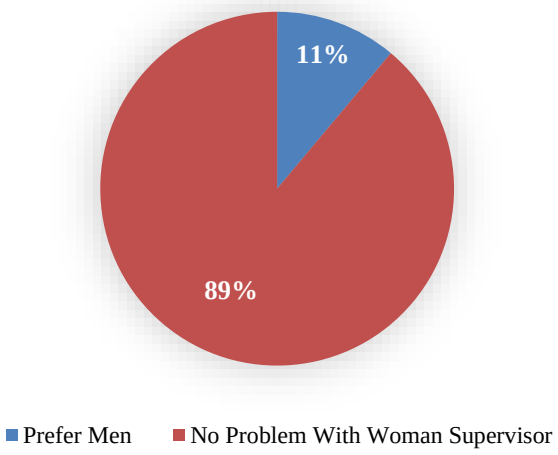

Figure 8: How would you feel about having a woman as a supervisor at work? (Female Particpants)

CHAPTER 6: CONCLUSION & RECOMMENDATIONS

The problem of underrepresentation of women in top management in Qatar does exist. Conducting the interviews with the participants from the Qatar workforce added more assurance to the existence of the this a problem. It was a benefit to have close to equal number of females and males who participated in the research. Conducting this research brought light to the fact that there are many factors and not just one that contribute to the phenomenon of underrepresentation of women in top management in Qatar. These factors are Social, Cultural, Religious, Lack of Trust, Lack of Confidence, Lack of Role Models, and Lack of Social Networks and Support Groups. Potential solutions were also brought forward such as introducing development training that will prepare women for top management roles, awareness and education about women's abilities and the benefits of the valuable inputs and contributions they can produce. Another very important solution that is very feasible is Government Interventions. Also, Social Groups and Support Groups is a great feasible solution that will bring women together and give them the opportunity to share knowledge and experiences. These solutions might help minimize the underrepresentation of women in top management in Qatar.

Crampton & Mishra, 1999 asked women who have already ascended to top-level corporate levels what advice those individuals would give to other women who want to also follow that path (p. 88).

- Get a good education, be assertive, and don't be your own worst enemy.
- Don't permit yourself to be intimidated, remain confident or your ability, and never be hostile or defensive.

- Be willing to “do your time” in lower positions but don’t be afraid to change companies if you get dead-ended.
- Once you have set a goal, do not let others intimidate you. When a woman has constructive suggestions, she sometimes must try twice as hard to prove that she is as correct as a man.
- Obtain the support of your family.
- Women can sometimes be their own worst enemy by not being willing to accept the responsibility that goes with a career decision.
- To ascend into management, it takes hard work, determination, and an open-minded attitude.
- The idea of women in management is becoming more accepted, but nevertheless women’s opinions are sometimes viewed as being less valuable than men’s. Prove otherwise.

The findings from this research will assist and open the door for future research on the subject related to underrepresentation of women in top management in Qatar. This phenomenon is not only present in Qatar but all over the world More research on this phenomenon will identify more factors and potential solutions. All in all, this research is very valuable to the ultimate development of women in the workforce in Qatar.

LIMITATIONS

Many large corporations in Qatar have confidentiality policies that prevent them from sharing information related to organizational structure and employee data. Therefore, information for this research was very limited. Conducting a survey would have also been very problematic due to the confidentiality policies. Consequently, interviews were conducted instead. Another limitation was time. Due to time constraints, only 60 interviews were achievable. Nonetheless, the data gathered is valuable and contributed greatly to the research.

REFERENCES

Abramson, J. (1975). The Invincible Woman: Discrimination in the Academic Profession. London: Jossey-Bass.

Al-Darmaki, F.R. (2012), “Relationships between career counseling attitudes and self-esteem and self-efficacy among Emirati university students”, Journal of Career Development, Vol. 39 No. 2, pp. 143-161.

Al-Lamky, Asya. (2007). Feminizing leadership in Arab societies: The perspectives of Omani female leaders. Women in Management Review.

Altorki, S. and El-Solh, C.F. (1988), “At home in the field”, in Altorki, S. and Fawzi, C. (Eds), Arab Women in the Field: Studying your Own Society, Syracuse University Press, Syracuse, NY, pp. 49-68.

Bartram, Sharon. "What is Wrong with Current Approaches to Management Development in Relation to Women in Management Roles?" Women in Management Review 20.1 (2005): 107-16. ProQuest. 29 Oct. 2017.

Bass, Bernard M. and Bruce J. Avolio. "Shatter the Glass Ceiling: Women May Make Better Managers." Human Resource Management, vol. 33, no. 4, Winter94, pp. 549-560.

Boldry, J., Wood, W., & Kashy, D. A. (2001). Gender stereotypes and the evaluation of men and women in military training. Journal of Social Issues, 57, 689–705.

Bull, M. (2004). ‘Queen Bees halt the Wannabees’, The Times Higher Education Supplement, 24 September. http://www.thes.co.uk/search/story.aspx?story_id=2015938

Burt, R. 1992. Structural holes. Cambridge, MA: Harvard University Press.

Casey, C. (1995) Work, Self and Society. London: Routledge.

Cann A, Siegfried WD. (1990). Denger stereotypes and dimensions of effective leader behavior. Sex Roles, 23, 413-419.

Chesler, P. (2001). Women’s Inhumanity to Woman. New York: Thunder’s Mouth Press, Nations Books.

Chirikova, Alla E. & N. Krichevskaia, Ol'ga. (2002). The Woman Manager. Sociological Research. 41. 38-54.

Crampton, S.M. & Mishra, J.M. (1999). Women in management. Public Personnel Management, 28, 87-106.

Crowley, Joan E.; Levtin, Teresa E. and Quinn, Robert P, "Seven Deadly Half-Truths About Women," Psychology Today (March 1973).

Duehr, E. E., & Bono, J. E. (2006). MEN, WOMEN, AND MANAGERS: ARE STEREOTYPES FINALLY CHANGING? Personnel Psychology, 59(4), 815-846.

Durkin, Jon J., "The Potential of Women," (Bulletin87, The Johnson O'Connor Research

Foundation Incorporated,1971).

Eagly, A. H., Johannesen-Schmidt, M. C., & van Engen, M. L. (2003). Transformational, transactional and laissez-faire leadership styles: A meta-analysis comparing women and men. Psychological Bulletin, 129, 569–591.

El-Ghannam, Ashraf. (2001). Modernisation in Arab societies: The theoretical and analytical view. International Journal of Sociology and Social Policy.

El-Ghannam, Ashraf. (2002). Analytical study of women's participation in economic activities in Arab societies. Equal Opportunities International. 21. 1-18.

Ely, Robin J., Herminia Ibarra, and Deborah M. Kolb. "Taking Gender into Account: Theory and Design for Women's Leadership Development Programs." Academy of Management Learning & Education 10.3 (2011): 474. ProQuest. 29 Dec. 2017.

Ely, Robin J., and Debra E. Meyerson. Theories of Gender in Organizations: A New Approach to Organizational Analysis and Change. Ed. Barry M. Staw and Robert I. Sutton eds. Amsterdam; London and New York: Elsevier Science, JAI, 2000. ProQuest. 29 Dec. 2017.

Fogliasso, Christine and Janel Scales. "Women in Management: Observations and Trends." Franklin Business & Law Journal, no. 1, Mar. 2011, pp. 108-117.

Granovetter, M. 1985. Economic action and social structure: The problem of embeddedness. American Journal of Sociology, 91: 481–510.

Glick, P., Fiske, T.S. (1997). Hostile and benevolent sexism: Measuring ambivalent sexist attitudes toward women. Pschology of Women Quarterly, 21, 119-135.

Heilman, M. E. (1983). Sex bias in work settings: The lack of fit model. In L. L. Cummings & B. M. Staw (Eds.), Research in organizational behavior (pp. 269–298). Greenwich, CT: JAI Press.

Heilman, M.E. (2001). Description and prescription: How gender stereotypes prevent women's ascent up the organizational ladder. Journal of Social Issues, 4, 657-674.

Higgins, M. C., & Kram, K. E. 2001. Reconceptualizing mentoring at work: A developmental network perspective. Academy of Management Review, 26: 264–288.

Ibarra, H. and Obodaru, O. (2009), "Women and the vision thing", Harvard Business Review, Vol. 87 No. 1,pp. 62-70.

Kanter, R. 1977. Men and women of the corporation. New York: Basics Press.

Kemp J., Linzi & Zhao, Fang. (2016). Influences of cultural orientations on Emirati women's careers. Personnel Review. 45. 988-1009. 10.1108/PR-08-2014-0187.

Kram, K., & McCollom-Hampton, M. 1998. When women lead: The visibility-vulnerability spiral. In E. Klein, F. Gabelnick, & P. Herr (Eds.), The psychodynamics of leadership: 193–218. Madison, CT: Psychosocial Publishing Group.

Ledwith, S. and Colgan, F. (1996) Women in Organisations: Challenging Gender Politics. London: Macmillan.

Long, P. (1984). The personnel specialists: A comparative study of male and female careers. London: IPM.

Mackey,W.C. and Immerman, R.S. (2002), “Cultural viability and gender egalitarianism: an elusive balance yet to be struck”, Journal of Comparative Family Studies, Vol. 33 No. 4, pp. 475 494.

Marshall, J. (1995) Women Managers Moving On: Exploring Career and Life Choices. London: Routledge.

Mavin, Sharon. "Queen Bees, Wannabees and Afraid to Bees: No More ‘Best Enemies’ for Women in Management?." British Journal of Management, vol. 19, Mar 2008 Supplement 1, pp. S75-S84.

Nieva, V. F. and B. Gutek (1981). Women and Work: A Psychological Perspective. New York: Praeger.

O’Leary, V. and M. M. Ryan (1994). ‘Women bosses: counting the changes or changes that count’. In M. Tanton (ed.), Women in Management: A Developing Presence. London: Routledge.

Olssen, S. (2000). ‘Acknowledging the female archetype: women managers’ narratives of gender’, Women in Management Review, 15, pp. 296–302.

Omair, K. (2010), “Typology of career development for Arab women managers in the United Arab Emirates”, Career Development International, Vol. 15 No. 2, pp. 121-143.

Podolny, J., & Baron, J. 1997. Resources and relationships: Social networks and mobility in the workplace. American Sociological Review, 62: 673–693.

Pichler, Shaun, et al. "The Glass Ceiling in Human Resources: Exploring the Link between Women's Representation in Management and the Practices of Strategic Human Resource Management and Employee Involvement." Human Resource Management, vol. 47, no. 3, Fall2008, pp. 463-479.

Prime, Jeanine L. & Carter, Nancy & Welbourne, Theresa. (2009). Women “Take Care,” Men “Take Charge”: Managers' Stereotypic Perceptions of Women and Men Leaders. The Psychologist-Manager Journal. 12. 25-49.

Reif E., William & W. Newstrom, John & M. Monczka, Robert. (1975). Exploding Some Myths About Women Managers. California Management Review. 17. 72-79. 10.2307/41164611.

Rindfleish, J. (2000). ‘Senior management women in Australia: diverse perspectives’, Women in Management Review, 15, pp. 172–180.

Rothwell, Ssharon (1985). Is management a masculine role? Management Education & Development, 16(2), 79-98.

Spelke, E. (2005). Sex differences in intrinsic aptitude for mathematics and science? A critical review. American Psychologist, 60, 950–958.

Staines, G., C. Travis and T. E. Jayerante (1973). ‘The Queen Bee syndrome’, Psychology Today, 7 (8), pp. 55–60.

Tanton, M. (1994) Women in Management. London: Routledge.

Sakalli-Ugurlu, Nuray, and Basak Beydogan. "Turkish College Students' Attitudes Toward Women Managers: The Effects of Patriarchy, Sexism, and Gender Differences." The Journal of psychology 136.6 (2002): 647-56. ProQuest. 29 Dec. 2017 .

Wacjman, J. (1998). Managing Like a Man. Oxford: Blackwell.

Welle, B., & Heilman, M. E. (2005). Formal and informal discrimination against women at work: The role of gender stereotypes. In D. Steiner, S. W. Gilliland, & D. Skarlicki (Eds.), Research in social issue in management (pp. 23–40). Westport, CT: Information Age Publishers.

Westphal, J. D., & Milton, L. P. 2000. How experience and network ties affect the influence of demographic minorities on corporate boards. Administrative Science Quarterly, 45: 366– 398.

Whitehead, Stephen. (2001). Woman as Manager: A Seductive Ontology. Gender, Work & Organization.

Vuksanović, Mirjana. "Is Manager's Gender an Important Factor in Selection to a Position?." Megatrend Review, vol. 9, no. 1, Mar. 2012, pp. 253-263..

APPENDICES

Appendix A: Total Students on Scholarships (Internal and External) by Gender

اجمالي الموفدين[١] (خارج وداخل دولة قطر) حسب الدرجة العلمية والنوع
٢٠١٦/٢٠١٥

TOTAL STUDENTS ON SCHOLARSHIPS[1] (INTERNAL AND ABROAD)
BY SCIENTIFIC DEGREE AND GENDER
2015/2016

TABLE (87) — جدول (٨٧)

Dgree & Gender / students on scholarships	المجموع Total		أخرى Other		دبلوم Diploma		زمالة Associate's		بكالوريوس Bachelor's		ماجستير Master's		دكتوراه Doctoral		الدرجة العلمية والنوع / المبتعثون
	إناث F	ذكور M	إناث F	ذكور M	إناث F	ذكور M	إناث F	ذكور M	إناث F	ذكور M	إناث F	ذكور M	إناث F	ذكور M	
Total students on scholarships abroad (external)	317	853	31	139	0	0	0	0	242	650	34	46	10	18	اجمالي الموفدين خارج دولة قطر (ايفاد خارجي)
Total students on scholarships (internal)	955	193	119	41	0	0	0	0	732	109	102	43	2	0	اجمالي الموفدين داخل دولة قطر (ايفاد داخلي)
Total	**1,272**	**1,046**	**150**	**180**	**0**	**0**	**0**	**0**	**974**	**759**	**136**	**89**	**12**	**18**	المجموع

(1) This data covers only student on scholarships by Higher Education institute

(١) هذه البيانات تشمل فقط الموفدين عن طريق هيئة التعليم العالي

Appendix B: Interview Questions

Interview Questions:

<u>Research Question:</u> What are the factors that may cause the underrepresentation of Women in Top Management in Qatar.
Interview Duration: 15-20 Minutes.
Gender of Interviewee:
Job Position of Interviewee:

Questions:

1- Do you believe the problem of underrepresentation of Woman in top management exists in Qatar?
2- What do think might be the main causes of this phenomenon?
3- What do you think might be a solution for this phenomenon?
4- How would you fell about having a woman as a supervisor at work?