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APPROVAL OF RESEARCH TOPIC

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The following professors nominated to serve as the advisors of the above candidate have approved his research work.

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DEDICATED

To the person who once told me the following:

“Our Paths were never met to cross, but
they have, and now they have parted. It is as
simple as that.”

To the person who once told me the following:

“If you think you are beaten, you are;
If you think you’ll lose, you’re lost,
For out in the world we find
Success begins with a fellow’s will,
It’s all in the state of mind.”
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CHAPTER 1
INTRODUCTION

1.1 General Overview:

Historically women could be demons or angels; only men could be humans. A question then rises, when were women officially considered to be humans? During the middle ages, at one church council, bishops argued whether or not women had a soul, and fortunately decided that they did. During the Renaissance, queen Elizabeth of England helped women to become liberated through education. However with the Protestant movement, women's education disintegrated once again to home crafts, some arts, and simple accounting all of which were necessary for running a home properly.

After the Renaissance, the first real women's movement started with the Abolitionist movement to free the slaves. As American women met in 1837 to campaign to free the slaves, they realized that under the law, they as women were not free either. Therefore the great early feminists used to make speeches about the abolition of slaves and the rights of women.

The second movement for women followed upon the Post-World War II freedom movements which were anti-capitalists in conception. The second movement was really two movements; one was the middle-class liberation movement where women were searching for equality of opportunity in jobs and pay under the law,
and the other one was influenced by the thoughts of Marx, Lenin and Mao-Tse-Tung. In this movement, they spoke of women as sisters and all women as the sisterhood. (Decrow, 1971, pp.113-128)

1.2 The Woman Manager:

In the previous paragraphs, a general overview was given on woman's evolution throughout history. Now, the topic will be narrowed within the frame of the managerial woman and her evolution in management positions.

Men continue to perceive women as the rears of their children, so they find it understandable, indeed appropriate that women should renounce their careers to raise families. Not only do they see parenting as fundamentally female, but they also see a career as fundamentally male. This kind of perception leads to certain generalizations concerning women behavior. For example, and because of her family responsibilities woman's absenteeism and turnover are thought to be much higher than those of men. Thus, turnover and absenteeism are critical variables in explaining employer preference for males. In addition to that, managers think that women need more flexible time to balance between home and work responsibilities.

Such generalizations, can muddy the corporate water. Not only women find difficulties in being recruited to managerial jobs, but even in case they are recruited, managers are being reluctant in
training them, and are positioning them in jobs that have low advancement opportunities.

Men and women also, have some innate psychological dispositions toward these traditional roles: Men are to be aggressive, competitive, and risk taking. Women are to be supportive, nurturing, intuitive, sensitive, and communicative. Moreover, it is believed that women are more likely to ask for help or to cling to others in the face of a challenge or threat, while men engage in active problem solving with or without the mediation of others. Women are said to find security in the company of others, they are afraid of losing social approval and more likely to seek proximity to others than to work independently.

Because such allegations are considered to be true, women are not expected to be in control positions where decisions have to be made. Because of their docility, as many stereotype managers say, it is better for them to be under supervision rather than supervising others.

Women also bring to the workplace expectations and perceptions that are counterproductive. Ironically, though the feminist movement was an expression of women's quest for freedom from their home-based lives, most women were remarkably free already. They had many responsibilities, but they were autonomous and could be entrepreneurial in how and when they carried them out. Women's traditional role also included freedom from responsibility for the financial support of their families. Many of them were socialized from girlhood to expect
their husbands to take care of them, while males were socialized to complete their education, pursue careers and provide financial support for their families. Thus, women affected by such factors tended to bring to their employment a sense that they can choose to change jobs or careers at will, take time off or, reduce their hours; consequently, they contributed in making the integration of men and women in the workplace unnecessarily difficult. (Schwartz, 1989, pp.65-75)

Inspite of all these obstacles that women employees faced, they did not stand still; through the feminist movement, they were able to make a path within the iceberg of discrimination and enforce through law the Equal Right Amendment. The latter confirms that the employees may in no way treat men and women differently because of their sex. Such law reduced discrimination against women, but it did not eliminate it completely because its implementation is partial since there are no precise methods and objectives being laid down for this purpose.

1.3 The Need for the Study:

In developed countries, studies related to women in general, and women managers in particular, are abundant. As for, developing countries, specifically Lebanon, the researches conducted on women managers are very rare. Even these few researches were not representative because the sample sizes taken were very small relative to the population under study. Moreover.
most of the researches were subjective rather than scientific and approached the subject from a general view lacking thorough analysis of relevant factors. Thus, this study is needed to shed some light on specific factors affecting the recruitment of women to managerial jobs as well as factors affecting their career paths.

1.4 Statement of the hypotheses:

This study intends to deal with the following hypotheses:

1- Organizations operating in Lebanon show no discrimination against the promotional progress of women for high management positions.

2- The career path of a women manager is most likely to be associated with factors, such as: Organizational factors, Gender relationships, Woman's personal characteristics, and family responsibilities.

1.5 The Purpose of the Study:

The purpose of this study is to determine and analyze the factors affecting the recruitment and the promotional progress of women employees within managerial positions. These factors are grouped into four categories:

1- Organizational factors
2- Gender relationships
3- Personal traits and characteristics
4- Family factors

Moreover, this research is intended to reflect managers' attitudes and their perception concept concerning female employees. In chapter II, a review of the literature regarding managers' attitudes in developed as well as developing countries is presented. Chapter III describes the methodology adopted in this study to gather and analyze data, and chapter IV presents the findings of the data analysis. Finally in chapter V a summary of the findings is set and recommendations are proposed.
CHAPTER II
REVIEW OF LITERATURE

2.1 Introduction:

In this chapter, a general overview will be drawn regarding what some authors wrote about women in management. This literature review covers the negative and positive factors, inside and outside the organization that affect women in their career progress.

2.2 Women within the Organization:

The organizational culture is the pattern of beliefs and expectations shared by the organization's members which powerfully shape the behavior of individuals and groups within the organization. It is derived from all aspects of the organization's operations - how goals are formulated and achieved, working process, ways of communication and manager-subordinates relationship. Thus, the organizational culture is a critical variable in determining the performance as well as shaping the personnel characteristics and the behavioral attitude of women within the organization. In the following paragraphs, discussion continues regarding the major factors affecting woman's performance within the organization.
2.2.1 Women's Personal Characteristics:

Do the personal characteristics of a woman make a difference in management? Does the nature of woman make it more likely, or less likely that an individual woman will succeed in management job? Do these gender differences create differences in business skills?

The followings are a summary of the major personal traits of women employees, answering the above set of questions.

2.2.1.1 Achievement Motivation:

In an exploratory study investigating the level of achievement of extraordinary career success women, a sample of 100 women of different backgrounds, but of the same high level of occupational success in business, academic, and government services were extensively interviewed.

Measuring their achievement motivation 94% of those interviewed were rated as being moderate or strong in need for achievement. These individuals consistently reflected a concern for standards of excellence, and goal performance. Of this percentage, it was found out that most, if not all, viewed events in life as experiences to be coped with and challenges to be met. "It seemed that a strong sense of personal control played a major role in the achievement of their success." This sense of personal control was clearly reflected in their orientation towards work, as one said:
"I worked very hard, I feel that I had made myself... but I feel I would have made a success of myself, even if I had not gone this route. I was determined to fulfill myself."(Gutek, 1987, p.77)

Furthermore, the defense mechanisms used were most often those associated with constructive outcomes in life, intellectualization, altruism, suppression, humor, and sublimation. In fact, 80% used constructive defenses in dealing with stress and conflicts.

However, success had its costs; 80% of the subjects showed evidence of incurring costs in the access of family and intimate relationships, leisure time, and health. In contrast, only 50% of the men in a larger sample showed evidence of such costs.(Gutek, 1987, pp.74-78)

2.2.1.2 Loyalty, Devotion and Commitment:

These are different contrasting points of view concerning women's loyalty, devotion and commitment towards work. In a research study that was conducted to evaluate these former characteristics(Allen, 1971, pp.200-214), it was found out that women were more loyal, reliable, dedicated than men. However that had its negative sides. One woman interviewee thought that there was a greater danger in the fact that certain women in responsible positions were eager to devote themselves wholeheartedly to their jobs to the complete exclusion of everything else. It could affect the way in which women treated subordinates who
are not so dedicated to their work. They could expect them to do extra work, that non-dedicated subordinated feel is not their responsibility; consequently, this could break the communication channel between the two parties; thus, negatively affecting the work being done. On the other hand, another research study showed different results. It reflected the belief that women cannot devote themselves whole-heartedly to their work, particularly if they had family commitments. They would not be prepared to sacrifice the time necessary to function well in top management. As a proof to such belief, several interviews were conducted with women in managerial positions. Most of them reflected what could be summarized as one woman interviewee said: "I am angry if someone rings me up on my days off. I think the organization ought to be able to take decisions on my days off."(Allen, 1971, p.201)

Concerning work commitment, women in high management positions were highly committed due to higher pay, and better pension prospects and higher fringe benefits as compared to those in the general run of jobs. Furthermore, findings showed that cash differences count for less in holding women to their jobs in more interesting professional and managerial work. Moreover, it was found out that job commitments and high performance did not develop when women sensed that the promises held out to them by the organization were empty. Nevertheless, women who reached top positions had already proved their commitment, otherwise, they would not have reached it.(Allen, 1971, pp 200-214)
2.2.1.3 **Leadership Style:**

The first female executives because they were breaking new grounds had to use the command-and-control leadership style associated with men. Now, a second wave is making its way into top management by using skills and attitudes they developed form their shared experience as women. These second generation managerial women are drawing on what is unique to their socialization as women and creating a different path to the top. This nontraditional path is called "interactive leadership" because these women actively work to make their interaction with subordinates positive for everyone involved. For example, they encourage participation and make people feel part of the organization by encouraging them to have a say in almost every aspect of work from setting performance goals to determining strategy. "While many leaders see information as a commodity to be coveted, women leaders who adopt the interactive leadership seem to be comfortable letting power and information change hands."(Rosener, 1990, p.122)

In an interview conducted with thirty female managers, all of them agreed that sharing power and information accomplishes several things. It creates loyalty by signaling to subordinates that they are trusted and their ideas respected. It also can enhance the general communication flow. Moreover, sharing power and information gives employees and coworkers the ability to reach conclusions, solve problems and see the justification for decisions.
What could be said is that "Women's behavior that is socially acceptable for them have been highly successful in most of the managerial settings". (Rosener, 1990, pp.119-125)

2.2.1.4 Age:

A research study conducted by Barbara A. Gutek (Gutek, 1987, pp.7-13), showed that the majority of employees judged future potential by past experience. Because older women were previously discriminated against they had more difficult time obtaining a fresh evaluation of their performance and moved ahead more slowly than younger women.

A further study showed that even when organizations which had formerly discriminated made an effort to cease discrimination, the career patterns of women seemed discontinuous according to the following aspects: Both older and younger women were similarly affected at the same time without regard of age. For example, "an employer's changed behavior in 1975 affected all women in the organization at the same time irrespective of seniority. Thus, the situations held by older women were indistinguishable from each other."

Generally, senior women gained less than younger women from affirmative action, and closing the differences between the two groups. Additional findings showed that younger women earned 71.8% of salaries of comparable men, whereas older women earned just 55.7%. Moreover, statistics indicated that upper level women were seven years younger than the sample of top male executives.
These results were anticipated from studies which reflected managers' perceptions that starting success predicted continued and later success as one manager said: "The older women may have already demonstrated failure in our eyes and may thereby have damaged their further potentials and neutralized the advantage of experience".

2.2.2 **Gender Relations within the Organization:**

"Human relations are synonymous with communication since most personal relationships are carried on some form of communication." (Klatt et al., 1989, p.299) "Communication is the process in which one person transmits ideas, concepts, images or sentiments to another. Not only is information exchanged, but the feelings and attitudes of the people are affected. Communication between people takes place when those involved attach significance to each other's behavior." (Klatt et al., 1989, p.315)

The various ways in which a male manager sees himself as a sexual male and the way he responds to the sexuality of female coworker, as well as the way a female experiences her own sexuality in responding to males. In addition to the interpersonal relations of female with each other are the issues to be discussed in the following paragraphs.
2.2.2.1 Male-Female Relationships:

The way males and females relate to one another at work has a sexual component in that the behavior of each is constantly influenced by the sex of the other. Most obviously, this occurs when that person is viewed in terms of sexual attractiveness. One manager puts it this way: "I do not know whether it is right for me to act this way, but the first time I meet a woman, I respond to her as a sexual object and only later as a person."(Gordon et al., 1975, p.45)

This kind of relationship is not attributable solely to the male; the tendency exists in both directions. The female is aware that she is relating to males and acts accordingly. Thus, men and women get locked into reciprocal roles that have a semi-sexual basis. The following relationships(Gordon et al., 1975, pp.44-57) are illustrative of the assertion that ways developed on the outside carry over to the office in a manner that limits the potentials of both parties by isolating the person and limiting the range of behavior rather than encouraging the full scope of self-expression.

1- The Macho and Seductrice:

The man is concerned that women see and value him as a potent male. He frequently, attempts to assert his dominance over the woman by kidding her about her attractiveness, and then by putting her down for her incompetence in some other areas. The woman, here, is seen as a sexual object rather than a person who
has a business-related knowledge and competence. The satisfaction for both is that it reaffirms the sexuality.

Being seductrice, either through her own efforts or the expectations of men, gives her great power, for she confers potency on those men to whom she gives approval. This role has the advantage for the woman of affirming her femininity, but it inhibits direct expression of competence. Although men try to compete for her approval, such a situation rapidly becomes dysfunctional if there is a highly interdependent task which requires elaboration. In addition, the competence of women is not fully available since her concern is to be valued as an attractive woman and not as a skilled colleague.

2- Chivalrous knight and the Helpless Maiden:

Here the male sees himself as stronger and more competent than women, and responsible for them. While politely tolerant of women and respectful of them, he would not perceive a woman as having many tasks related skills. Consequently, he would be less likely to challenge her or make the same demands on her that he would on males.

With this relationship, the female playing the role of the helpless maiden can use these stereotypes to manipulate the male for her own ends. However, the damage to the helpless maiden is great; she loses the opportunity to learn to take care of herself. This reinforces her dependency on men, which limits her mobility as she
fails to develop the direct assertiveness necessary for self expression and in the work world.

3- **Protective Father and the Pet:**

A combination that crops up, particularly between an older man and a younger woman, is a protective father-daughter relationship. This differs from the Knight-Maiden in that the father tends to be more active in assuming a protective role, and the woman's dependence is likely to be a means of manipulation.

Frequently, the pet gets linked with high-status males which increase her power, but at the cost of not being able to show competence directly.

4- **Tough Worrier and Nurturing Mother:**

Work requires collaboration as well as competition, interdependence as well as independence, and giving and receiving of support and help as well as giving and receiving of ideas.

The reciprocal of this role is the odd nurturant mother who serves as the confidant to whom others can bring their problems and seek support. Such role has three major costs: First, she is valued because of the support and service she can provide to the males and not because of her individual abilities or actions. Thus, it tends to cut down on her tendency to take independent initiative around task areas. Second, she is often placed in the role of the good accepting mother which inhibits the extent to which she can use her critical
abilities. Finally, she becomes the specialist in emotional issues which serves to further the stereotype that men are rational and logical while women are overly emotional.

2.2.2.2 The Fear of Sexual Attraction:

Sexual attraction and affairs have obviously their cost, but often overlooked, are costs incurred when managers are overly concerned about preventing intimacy from developing. Such behavior can prevent the emergence of normal relationships. The fear of getting emotionally involved can lead to male and female executives to bend over backwards to avoid situations that might appear compromising; like having dinner together or working after hours, but that might increase their task performance. The female can be so worried about appearing seductive that she becomes totally asexual and inhibits all expressions of warmth and caring. The wife at home may be jealous of the female coworker. In order to avoid such conflict, the husband may avoid contacts with the female office mate for fear that might cause difficulties at home.

2.2.2.3 Male-Male Bonding:

When men are together, a bonding process develops that does not occur when women are present. The mechanisms are many and various. For some, it can be discussion of last weekend's football game, or a comment about the physical dimensions of a passing secretary. For others, it can be discussing politics or
working together on a task, but whatever the subject, the style and tone are, the message is clear: this is the man's world.

The introduction of a woman could activate male-female role relationships so that men would feel great consternation, not only about how they should act, but also about what subjects and language are appropriate and inappropriate. Because of that women are not welcomed, consequently, this will affect them negatively, since, not only work is conducted in such meetings, but people become better acquainted. Both are crucial in facilitating later business interactions as well as the individuals' career development.

2.2.2.4 Difficulties of Interaction:

The process of successful business interaction is hindered by the man's perception of the overlap between sexuality and professional success. To lose to a woman is inevitably more shattering to a male's self image than to be defeated by another female. Thus, men try to dominate such relations, consequently leading to unsuccessful interactions, since most of the relations require collaboration rather than the dominance of one of the parties.

A process that is of utmost important in top management circles is informal social interaction; however, a male colleague might feel awkward asking a woman business associate to have a drink and vice versa. One man and one woman suggests an overture to a specifically social relationship, and the combination of three and one women may seem awkward to the woman who might feel
like an intruder on their "man talk", so women find it difficult to mingle with men as colleagues in the informal settings where business gets done, therefore, creating an additional obstacle in the way of her career progress.

2.2.2.5 How Men See Women in Top Jobs:

Views held, in general, by men range from the outright anti-feminist to the more liberally minded who felt that women were not getting a fair deal.

A senior man with long experience in personnel work summed up the feeling of a lot of men: "A man will accept a woman as his secretary because she helps him to be complete. He objects to stability in himself because it leads to stagnation, but he needs stability elsewhere. He sees secretaries come and go and thinks that all women come and go. So therefore, he thinks that he cannot entrust a job of any responsibility to her."(Allen, 1971,p.40)

A young man in a senior position was interviewed about women's performance in the organization. He felt that women and business did not really go together:

"A lot of people talk about team spirit and cooperation, and women often get things done by coaxing. I do not think this is the way. I think it is difficult to take a woman seriously. I think women lack persistence and a competitive feeling. There are some men I am scared of, but no women."(Allen, 1971, p.40)
He also felt that women were not sufficiently committed to their work and were not prepared to make sufficient sacrifices to their job: either in terms of time or emotion. Finally, he talked about women and promotion.
"I would not promote a woman above a certain level, even if she were better than a man; (a) I would not trust her to stay and (b) I do not think she could set the standards. I am willing to take risks in appointing people, but not for a girl."(Allen, 1971, pp.40-41)

2.2.2.6 How Women See Women in Top Jobs:

Women tend to think that women in senior positions were not very different from women further down the ladder, one woman employee said: "I do not think women are very good at being powerful. It could come with time and tradition. I think women who become top women do not have the ability to lead other women. I have often thought how glad I am to work with a man, women can very irritable."(Allen, 1971, p.44)

The characteristics which are acceptable in a man are not so acceptable in a woman, and it is not only the men who dislike what they see as ruthless women displaying unfeminine ambition. A woman employee said: "If they want something, some women can be quite ruthless in getting it."(Allen, 1971, p.44)

The characteristics of concern with detail, attention to minutiae and meticulousness were generally attributed women by women. One woman had this to say about women's characteristics:
"I feel that most of the women I am in contact with have a tendency to be more meticulous and more scrupulous about details. Men tend to see the overall thing and do not see the adjuncts. They see a large issue large. The difficulty with being so meticulous is that you pay so much attention to details that if you are not careful you cannot see the wood of the trees."(Allen, 1971, p.44)

one woman expressed a somewhat uncharitable view of women in senior positions:

"I think women tend to whine a bit about their work, and they obviously feel things so personally. I think some of them tend to flap like wet hens when something goes wrong, which does not inspire confidence. Women aren't as competent as men at really big jobs."(Allen, 1971, p.46)

To be authoritative was one of the problems that women in senior positions tried to avoid. One senior woman expressed the following:

"I think that people in authority can be either authoritarian or permissive, and the authoritarian line does not go very well with women. I think women should persuade rather than dictate. Authority tends to produce the extremes in women. They find it difficult to be relaxed. Women have had to fight so hard that they tend to be less relaxed, more anxious and more rigid."(Allen, 1971, p.47)

In general, most of the women thought that it was advisable for a woman who wanted to get on in any organization to avoid direct clashes with men and that if this meant opting out of certain avenues of self advancement it was just unfortunate.
2.2.3 Sexual Harassment

Sexual harassment of women is the ultimate taboo subject of the workplace. Although it is a topic rarely mentioned in mixed groups of men and women in the office or any other setting, it is always a high-priority issue for women, when they are talking alone.

Sexual harassment is only the visible symptom of some deeper problem - the denial to women of the same right to have career ambition as men, as well as, the refusal to recognize that women are the sole breadwinner in many families. Thus the financial needs of many women, as well as their normal ambition to move ahead, make them vulnerable at many levels to sexual harassment.

The main ingredient of sexual harassment is that it is unwanted. Sexual behavior becomes sexual harassment only when it is unwelcomed. Often it is a Quid Pro Quo situation, you do something for me - a sexual favor - and I will do something for you - get you a better job, a raise, or a promotion.

Sexual harassment also can create a hostile work environment, even when there is no sexual coercion. Suggestive jokes and remarks, questions about women's sexual behavior, accidental touching, and repeated invitations for drinks or a date can become harassment when it is repeated, unsolicited and unwanted. (Jong, 1988, pp.4-9)

Sexual harassment can involve harassment by supervisors, co-workers or subordinates. In the case of a supervisor, since he
has the reward and coercive power, as well as the power to evaluate, give recommendations, promote, retain or dismiss an employee from his job, his power provides him with the opportunity to acquire sexual favors. Regarding co-workers, some men feel uncomfortable when interacting with women who are intellectually equal. These feel that their future career pass is threatened. Thus, they try to defend their position by devaluing a woman. One of the strategies used is sexual harassment, a strategy applied to maintain power. As for subordinates, sexual harassment is used as a tactic to minimize power differentials. (Wazni, 1994, pp.12-22)

2.2.3.1 Sexual Harassment In Developed Countries:

In the United States of America, targets to harassment are generally women who are single, divorced (without male support), and between ages of 22-44, who have some college education, and who work in a predominantly male environment. A recent study released by the United States Merit Systems Protection Board, based on 8523 responses found that 42% of all women and 14% of all men reported some form of sexual harassment. Co-workers harassment was a greater problem than harassment from supervisors. (Jong, 1988, pp4-7)
2.2.3.2 **Sexual Harassment In Developing Countries:**

In Lebanon, the survey that was conducted By Joumana Wazni, Showed that 84% of the questioned women worked in a sexualized work environment, one in which sexual joking was common. The survey also indicated that 51% of these respondents have quit their jobs because they were sexually harassed, 46% asked to be transferred and 43% refused a certain job because there was the possibility of sexual harassment.

In contrast 40% believed that less than 15% received job benefits because they fulfilled sexual conditions, and 17% answered that over 50% of the women reached top jobs because they compiled to sexual relations. (Wazni, 1994, pp. 39-44)

2.2.4 **Women And Stress:**

As Women rise in the management ranks, they face many of the same problems as male managers. However, they also often face additional stress and may have certain stress outlets and relievers blocked to them because of their sex.

2.2.4.1 **What Does Stress Do?**

Job stress brought on by the pressure of responsibility, accountability to top management, work overload, unclear job expectations, time constraints, and problems with subordinates, co-workers, and superiors affect both men and women. Frequently
these stressors cause physiological and psychological symptoms, that are costly to the companies as well as to the individuals. Physiological diseases for both men and women include heart failures, high blood pressures, high cholesterol, fatigue, skin problems and even death.

Researches have also linked stress with many emotional problems. Women may become passive and helpless, lose their self-esteem, and feel inadequate and guilty. Men tend to react by becoming aggressive and impulsive and by disregarding social norms and values. This suggests that women under severe pressure tend to withdraw, while men are more likely to strike out. Both men and women often become anxious or bored, lose their concentration, become dissatisfied with their jobs and lives, lose contact with reality and become emotionally fatigued. They also may feel alienated and believe that all their efforts are futile.

2.2.4.2 Stressors Unique To Women:

Women executives are generally affected by stressors unknown to most male managers. While most job-related stress affects women and men in the same manner, there exist stressors namely discrimination and stereotypes unique to women that add to the shared job related stress and inflict a handicap on women not borne by most men.

Discrimination is a prominent stressor, if there is discrimination in such areas as promotion, hiring and performance evaluation. then women certainly more then men perceive their
experience in these areas as stressful. Some of the organizational and structural factors that limit women's opportunities for advancement are limited hours of work, less geographical mobility, shorter length of service, and male-oriented career paths. Men are often promoted more rapidly than women, which disillusions and stresses many women. Some women confront this situation with more careful career planning - an additional work pressure that most men have never experienced.

Furthermore women often face the stereotype that they are too emotional to make rational decisions. This suggests that some male bosses may be so certain of emotional outbursts that they delay negative feedback to female employees to the point where they may not be able to improve their performance soon enough to save their job.

Another myth about women is that they are poor economic risks because they often are sick and quit work when they get married and have children. Thus employers may be reluctant to invest in training women employees which in turn makes them less qualified for promotion, and add stress to their work role. (Chusmir, 1988, pp.66-70)

### 2.2.4.3 Shared Stressors:

Women and men share many job situations that create stress, although the degree of stress varies for males and females. The six more stressful work related events for women in order of primacy are the following: (Chusmir, 1988, pp.67-68)
1- Lack of expected promotion (fifth for men).
2- Lack of job security (third for men).
3- Requirements of job exceeds skills or abilities (not listed among the top six of men).
4- Poor relationship with boss (first for men).
5- Change in the standards of acceptable performance (not listed among the top six of men).
6- Lack of support by boss (second for men).

2.2.4.4 How Does Stress Affect Woman in Her Management Post?

As it has been mentioned previously, stress affects women both physiologically and psychologically. In turn, this deters her position within the organization contributing to the following:(Cooper, 1982, pp.51-53)

1- Deterring women from entering and / or remaining in managerial positions.
2- Stopping women applying for promotion, specially for senior or top managerial positions.
3- Having possible detrimental effects on physical and mental health that may influence behavior and job performance and hence, promotional prospects.
2.2.5 Recruitment:

Recruitment is a two-way street. Individuals are trying to obtain jobs that fulfill their personal needs and aspiration, organizations are trying to obtain employees with the right skills, training, and motivation. Individuals are trying to decide on which jobs to take just as organizations are trying to decide on which individuals to hire. (Arnold et al., 1986, p.427)

While the job seeker is looking for a job that will meet his or her needs, the recruiters' responsibility is two fold. First, there is the recruiters' commitment to the organizations to find the best qualified candidate for the position. Second, as a recruiter he/she has a responsibility to the applicant in matching that person's needs to the job where expectations can be met. To be efficient and effective, the recruiter must know what qualifications the applicant should possess to meet both personal and organizational needs.

This means that prior to actual recruiting, an organization must thoroughly determine the requirements of a job. To get qualified applicant, job specifications must be clearly defined. Once a need is defined, the company has several alternative sources of labor such as employees, advertising, agencies and educational institutions. The recruiter is concerned with making the most economical use of available sources for the type of employee sought. (Klatt et al, 1989, pp.167-171)

Whatever side of the recruiting function one is on, he/she must understand and accept the needs and expectations of the other side for there to have a successful match.
2.2.5.1 Recruitment of Women in Developing Countries:

Data from the Marga survey,(Anker, 1986, pp.219-228) indicated that some private sector employers were reluctant to recruit women to higher management positions; one private sector employer noted that it would not give sufficient return on investment. He later explained that such jobs carried heavy responsibilities, and the entire program of work would be disrupted if a woman manager left her job at marriage or availed herself of maternity leave at a crucial time in the firm's business affairs.

In spite of the myth according to which women are considered not eligible for posts involving supervision, as well as the assumption that working under a female supervisor would present difficulties, the Marga survey indicated that the majority of male workers, 78%, did not object of having a female superior. The majority of men questioned, 21 out of 27, either approved or did not mind having a female superior, if the woman had the necessary qualifications and the ability for the post. The few who disapproved mentioned diverse reasons such as women cannot make quick decisions, their decisions are different, men feel inferior with a female supervisor, and have difficulty discussing problems with her.
2.2.5.2 Recruitment of Women in Developed Countries:

According to a report on employers' recruitment procedures published by the Equal Opportunities Commission, (Collinson, 1988, p.89) not one of the 45 private companies featured in the report was shown to be completely free of any kind of discriminatory practice, even though 42 percent claimed to be equal opportunities employers.

The research study carried up by David Collinson of the University of Manchester Institute, showed that the lack of a formalized selection process was often at the core of sex discrimination, with informality frequently leading to inconsistent and secretive recruitment practices.

Many selectors clearly saw jobs in terms of "men work" and "women work" and often had traditional views of the male "bread winner" and the female "homemaker". Some saw domestic responsibilities as a positive indication of stability and motivation for men but as confirmation of unreliability and low commitment for women.

Hostility and inconsistency were two of the barriers to fair interviewing that were shown in the report. At one company, the male personnel managers usual approach to interviewing women was "to give them a harder time than men. "We came down heavier, because we have got to see if they can take it. Most of them cannot, they go out of here in tears. But it is part of the job, and women have got to be able to take it." (Collinson, 1988, p.89)
The report said that it was debatable whether such experiences of aggression and intimidation were a routine part of the job. Rather this intimidatory interview style merely reflected a preconceived skepticism about female candidates.

According to David Collinson, the companies involved in the survey seemed unaware that there was anything wrong in the way they recruited. Although some personal managers showed signs of being frustrated and unhappy about the selection process; many were just as discriminatory as the line managers involved in recruiting. (Collinson, 1988, p.89)

2.2.6 Remuneration:

Ratification of the ILO Equal Remuneration convention (No.100) of 1951 by more than 100 countries from all regions of the world indicates the almost universal acceptance of the principle of equal remuneration without discrimination based on sex. In addition to their international commitment, more and more governments have taken legislative action over the past decade to ensure application of the principle. However, a recent ILO report notes with some concern that the definitions and criteria used in legislation for comparing jobs are often more limited than those set out in the convention and consequently can lead to narrow and restrictive interpretations. (Leiserson, 1985, pp.11-14) Moreover, experience has shown that implementation remains only partial when it is sought solely through encouragement and general recommendations to the parties concerned, without precise methods
and objectives being laid down for this purpose. Nevertheless, difference in wages have been effectively reduced in some countries following the adoption or revision of legislation on equality of remuneration or treatment which has addressed the problem of sex discrimination. (Mikheev, 1986, pp.24-26)

2.2.6.1 Remuneration Of Woman In Developed Countries:

In Canada full-time women employees continue to earn about 60% of what men employees earn. As for Denmark, and as a result of the establishment of equal pay laws women's salaries have greatly increased, but differences are still to be found in every area of employment. Regarding Ireland, inspite of the equal payment laws, which have been in existence for more than a decade, considerable disparities remained. For example in 1975, the average gross earning was 52%. In 1980 it was 59%, and in 1984, 60%.

In Australia, women's average weekly earning are about two-third of their male counterparts. Even when wages for part-time work are excluded, women's wages are still on average 80% of men. It is found that women also receive less in award payments than men and it can be assumed that women receive less than their fair share of non-wage packages, such as the use of the company car, overseas holidays paid for by the firm, and so on. (Leiserson, 1985, pp.10-11)

However in the United States of America, inspite of the numerous studies which showed a wage gap between men and women, the IWF(International Women Forum) of men and women
leaders that was conducted in 1990, showed that the average yearly income was $136,510; for women it was $140,573, indicating the narrowness of the wage gap, between the two genders. (Rosner, 1990, pp.120-121)

2.2.6.2 Remuneration In Developing Countries:

The principle of equal pay for equal work is embodied in the constitutions and labor legislations of most of the developing countries. In Argentina an act passed in 1973 provides that remuneration of men and women for work of equal value should not be subject to gender-based differentiation. In Jamaica the Equal Pay Act which came into force in January 1976 establishes that no employer shall discriminate between male and female employees by refusing equal pay for equal work.

While the principle of equal pay for work of equal value has been recognized by most countries and translated into national legislation in many forms, the female earning gap remains substantial. For example, statistics on wage differentials indicated that women's earning on the management level amounted to 85.9% of men's in Salvador and to 70% in Costa Rica. (Leiserson, 1985, pp.12-14)

2.2.7 Training:

The ILO defines training as a basic right of each individual, similar to the right to work. The goal of training is seen as economic
as well as social, the ultimate purpose of which is to improve the quality of lives through increased income, productivity, and self development. Training, therefore, is a lifelong process, involving not just the transfer of skill or knowledge, but the development of the individual.

Training and guidance can play a critical role in increasing the effectiveness of women as a national human resource. They can contribute significantly to the promotion of equal opportunity. To be effective, training must exist in an environment of options and opportunities created through social and economic policies coupled with an infrastructure capable of delivering financial assistance, advice, consulting, follow up, support services and improved technologies. (Goodale, 1986, pp.17-23)

2.2.7.1 **Women and Management Training in Developing Countries:**

Inequalities in access to vocational training between women and men employees persist in most of the developing countries. In Jordan 40% of the firms have human resource departments which provide training for employees. 40% provide women with the same training as men, and 21% do not provide training for women employees. In short, female employees have less chances of receiving in plant-training. (Ratteree, 1986, pp.41-43)

In Cyprus, inequalities between men and women managers are also apparent in their access to training. In almost all cases especially, for out-of-job training which has the greater effect on
promotion, the proportion of men who have received training exceeds that for women. At the same, such training is considerably shorter for women than men. Moreover, statistics indicated that the older the woman, the less likely she was to have plans for further training. The maternal role of the woman was also observed to be an impediment to her future training plans: The more children she had, the less likely she was to be planning for her future training progress. (Anker, 1986, pp.245-248)

2.2.7.2 Women and Management Training in Developed Countries:

In developed countries the opportunities for women in business training are expanding rapidly. The Management center of Aston University is the largest such center in the United Kingdom. A key dimension of the center's innovation strategy whose themes are creativity, competence, and confidence, for effective management, is the "Women and Work Program". This program is nationally recognized to be a major center of expertise in relation to women, work and training through management and organization development. It has worked towards the development of creative, flexible, ways of training methods, and teaching approaches; thus providing its participants with the required training techniques needed for their career development. (Goodale, 1986, pp.20-23)

As for the United States of America, calls for employers, unions and the government to take more action to support women's training are coming in the form of reports. The report "Women
Skills" identified the need for training for women employees and new female recruits by finding out their view on the subject and looking at the employers existing staffing requirements and the impact of demographic trends. The report says that unions should be in a position to press employers to introduce a training plan with training being made available in ways which did not exclude women, many of whom would be part-timers or unable to attend courses out of working hours.(Wright, 1990, p.23)

2.2.7.3 Evaluating The Effectiveness of Training for Women:

In an attempt to evaluate career development programs, Wowk, Williams and Halslead asked women employees to rate training programs according to benefit received. The most frequently reported benefits included an increase opportunity for career growth, increased lifetime earnings, increased job satisfaction, and improved self-esteem. Management's perception of benefits included reduced turnover, increased productivity, and increased profitability. Fort and Cordiseo in another questionnaire based study, found that after an eight week career development program, female participants had increased their level of motivation and perceived more focus in their career and educational plans.(Kingdom, 1987, pp.290-223)

Roher Industries Incorporation, an aerospace manufacturer, instituted career development training for its women employees. This experiment was conducted on two groups, the participant group and the comparison group
Results showed that the participant group received more promotions and rewards for their job performance (89% versus 57%), and they participated more often in committees and task forces (63% versus 30%) than did individuals in the comparison group. A higher percentage of the participant group (83%) than of the comparison group had both a current Individual Development Plan (IDP), and a specific career goal; only 32% of the comparison had an IDP and only 39% indicated that they had a specific career goal. Moreover participants scored significantly higher than those in the comparison group on the Self-Esteem scale and on the Growth Motivation scale, indicating a more positive self-concept, and reported a feeling that was more secure, uninhibited and optimistic, than did their counterparts who did not participate. (Martin, 1991, pp. 114-116)

Thus, a well structured career development program with measurable objectives is very effective in improving the efficiency of the women employee and consequently positively affecting the corporation productivity.

2.2.8 **Working Hours**:

Organization of work in the modern sector includes a standard, fixed work-week (most commonly 48 Hours) in a location outside the home. As a result, family and work activities are kept separate. Such a model is clearly to the disadvantage of the persons (women in almost all societies) who have responsibility for child-rearing and domestic work activities which are difficult to combine
with working for long hours outside the home (Anker, 1986, pp. 14-16)

2.2.8.1 The Alternative Working Schedules:

For many people, 5 P.M. is the end of the workday. They go shopping, out to dinner, or to the gym to work out. However, for a larger number, their workday is nowhere finished. They go home to another shift - the shift of home responsibilities, children care, care for an elderly relative, school events, in addition to marketing, cleaning and errands (Solomon, 1991, p. 56)

Companies recognized that the traditional way work had been structured no longer met the needs of today's working families. Studies pointed out to the drop in productivity when employees specially women had difficulties with dependent care. Moreover, Managers saw that needs won't go away, they just had to give people time to deal with them. Affected by these factors, companies realized the need for alternative working schedules to make it easier to integrate work and family responsibilities, as well as to accommodate employees and the changing social conditions.

"Dupont has a very old and well established corporate culture", declared Whole, "I think time is probably the biggest problem we all have. For us, flexibility is going to be not only the biggest need we can address, but in some ways the hardest hurdle for us to overcome." (Solomon, 1991, p. 60)

According to many experts, companies are examining part-time work with benefits, reduced hours, adjustable work hours, flex
time, longer leaves, and job sharing. Testing these alternatives, a recent survey of 645 companies published by Nations Business, listed the following results: (Solomon, 1991, pp.59-61)

1- 68% said it positively affected retention.
2- 58% said it had a beneficial impact on recruitment.
3- 65% reported higher productivity from those who used flex time.
4- 70% reported it had a positive effect on morale.

Concerning part-time employees, Betty Ward of the National Union of Public Employees, cited a recent case in which Miss Rinner, won a claim against the company, regarding discrimination. The company excluded those working 10 hours or less from certain benefits usually given to full-time employees. Winning the case was a pioneering step in fighting the exploitation of part-timers. (Wright, 1990, p.23)

2.2.8.2 The Narrowing Gap Between Men and Women:

Although women did a majority of the work at home, this gap between men and women is narrowing. This is because men have employed wives, and because more men are involved in child rearing.

In 1990, a study of 8500 employees was conducted: 70% men, 60% women from dual-career households, and 20% depended on outside child care. The survey results showed a strong desire to flexible time options to balance both home and work responsibilities, as well as it illustrated the narrowing time-gap
between the two genders. Results were as follows: (Solomon, 1991, pp. 59-61)

1- 56% were interested in flexible work hours compared to 37% in 1985, but 76% of women favored the option (which was the case before).

2- 64% of men were interested in sick child leave policy compared to 40% in 1985.

3- 40% of men had considered another employee who offered more time flexibility as compared to 53% of women. In 1985 the ratio of men who favored that options was only 25%.

To sum up, by treating people well and giving employees more control over their lives, companies will see a real pay-back on that.

2.2.9 Absenteeism

The complaint about women employees given most frequently by employers is that women are absent from work more often than men. In Cyprus 58% of employers thought women were absent more than men, and 38% mentioned absenteeism as a major problem with women employees. In Ghana almost 60% of employers thought that women take sick leaves more frequently than men and absenteeism was one of their major complaints about women workers. In contrast, in Egypt, employers thought men were just as absent as women, if not more so.

Available data tend to confirm the employer impression of higher female absence in the cases of Cyprus and Ghana. In Ghana
36% of the female employees said that they had been absent because of illness of family members, as compared to 22% of the men, and the women's absences for this year amounted to four days on average as against half a day for the men. In Cyprus, 22% of the women as compared to 15% of the men had a period of absence of at least one week per year. In Egypt, evidence suggested that contrary to employer belief, women were absent somewhat more frequently than men. A comparison between two similar companies showed that 4% of the men employees were absent per year as compared to an average of 9% of female employees. This contrasts employer beliefs which suggested that women were absent less often than men.

The greater absenteeism of women, can often be traced to child-care responsibilities. In Cyprus, single women were no more absent than men; for married women, child illness or child-care was responsible for 40% of their absences. Similarly in Egypt, a large part of the greater absenteeism among women is explained by their looking after sick relatives usually children, but also parents, aunts etc.)(Anker, 1986,pp.21-25)

Absenteeism is also highly related to job satisfaction. Women workers who are dissatisfied are more likely to take "mental health" days (i.e. days off not due to illness or personal business). In an experiment, researches at Sears, Roebuck examined what would happen if employees, males or females could choose to attend work or to be absent without financial penalty. In units where job satisfaction was high, attendance was high, in units where job satisfaction was low, attendance was much lower. However, in all
these units, female absenteeism was to a great extent of the same percentage. (Arnold, 1986, pp. 90-93)

2.2.10 Turnover:

Higher turnover of women is a basic assumption of human capital theory for explaining why women build up less human capital especially less training and especially less training and experience; and consequently why women receive lower pay than men. (Anker, 1986, p. 23) Similarly, according to dual labor market theories, women's supposed higher turnover helps to explain why they are more likely to be recruited for secondary or static jobs.

2.2.10.1 Turnover In Developing Countries:

Inspite of this theoretical emphasis on sex differences in turnover, two of the case studies (Ghana and Maritius) (Anker, 1986, pp. 20-25) reported that employers perceived little difference in the turnover of men and women. Similarly in Cyprus, although 40% of sample employers believed turnover to be higher among women employees, 20% thought it was higher for women. In Egypt, irregular attendance of women was mentioned as a reason for preferring male workers, but no mention was made of turnover. However, in Libya employers did consider that women were more likely to leave, and thus it was not worth investing in training them for higher responsibilities.
Concerning the actual turnover behavior of employees, statistics in Ghana indicated the high stability and strong commitment to working women. In Mauritius, statistics showed that the turnover of women workers tended to be greater but confirmed the employer impression that the sex differences in turnover were great. In the case of Cyprus, women employees under age thirty five in the sample spent most of their time in employment in a similar manner to men.

Turnover among women was often related to changes in family responsibilities and withdrawal from the labor force. Among men, turnover was usually related to obtaining a better job. Women were less likely to quit in order to take another job than men. In Cyprus, sample men were found to change jobs more frequently than women. The reasons why women were less likely to change jobs included their more limited job opportunities. Where family responsibilities did not put pressure on women to withdraw from employment, women employees proved to be as stable as men.

To sum up, the results concerning turnover suggested that at least for a number of third world countries, sex differentials in turnover were not great and were not a critical variable in explaining employer preferences for male workers.(Arnold, 1986,p.24)
2.2.10.2 Turnover in Developed Countries:

According to their own research findings, (McNally, 1979, pp.60-65) relating to a sample of female employees in the electronic industry, Wild and Hill found that 51.75% of leavers were quitting their jobs due to job dissatisfaction. In other words, the pull of a better paid jobs else where was often matched by the push of the boring, unsatisfying, depressing nature of the job they were leaving. Similarly a study by Harris and Clausin of mobility among men and women, found that dissatisfaction with the work itself accounted for the highest proportions of job changes by women.

In London, turnover among women was very high because employers believed quite erroneously that a high salary was the most effective way of attracting and keeping staff. It did not occur to them that turnover might be reduced by opening promotional channels. Furthermore, the high rate of turnover was attributed to the preponderance of young women, some of whom left their jobs to get married and have children, and some of whom were simply dissatisfied. Again, employers did not appear to have reacted to this by trying to recruit older women. Older females were much more likely to remain in their jobs.

The attitudes held by employers in relation to job turnover among women appeared to have something of the character of self-fulfilling prophecy. (McNally, 1979, pp.61-67) Since employers anticipated that women were likely to leave their jobs, they did not give responsible positions, nor train them in order to acquire new skills. Many women became frustrated and bored and eventually
left their jobs, and in the process confirmed the views of the employers that women were unstable members.

2.3 Education

Until the 1980's, education for males and females differed in content as well as in length. In Industrialized countries, male-female differences in education were mainly in the field of study rather than in duration of the studies. Also in developing countries, in addition to the often substantial differences in the educational attainment of each sex, the type of education was often quite different. In most of the developing countries most female students pursued academic courses and the few in vocational training. courses taken were mainly in domestic science, a training designed to help them become better housewives.(Anker ,1986,pp.32-34) In addition to that, it is becoming more and more desirable for organizations to have employees of high educational college degrees, such as M.s. or Ph.D. All these factors activated against women who were less likely than men to stay at university for a higher degree. Thus blocking their way to obtain jobs that generate income. If a women did have an access to modern sector employment, she will be positioned in a clerical post, rather than in a professional or a supervisory position.

Even when male female differences in education were slight, women's access to higher management position was much lower than men.(Glen ,1987, pp.30-37) Many college graduates received such job titles as "administrative assistant" with little or no difference in tasks, training and rewards from clerical workers, and with hardly any mobility possibilities. Men college graduates, in contrast as administrative assistants were placed in entry level
management position. Other reason suggested was that women were thinking
less in terms of a life-long career in which the greater the qualifications the
higher the prospects, but much in terms of finding an interesting job and
good money before marriage and children. Thereby losing experience and
seniority.

In the United States of America, evidence showed that young women
tended to make traditional career choices - often because they had never
considered anything different. Trying to give them the opportunity to look at
things on a wider scale, "Ms Foundation For Women", based in New York,
introduced a pioneering step "Take Our Daughter To Work" in the
educational process, where nearly one million girls in the United States of
America went to work for a day.

The "Take Our Daughter To Work" project was designed to make girls
feel valued. Even girls who went to work with their fathers were able to see
other women carrying out important jobs, thus, becoming self-confident about
work and starting to widen their own career ambitions.(Merrick, 1994, p.15)

2.4 Women And Family:

Family and work are the two most important domains in the life of the
typical female manager. Yet, family and work domains are not independent
arenas of existence. Each has some impact on the other. While their
interaction may be positive, work and family responsibilities often lead to role
conflict, where the role demand of one arena (family) negatively affects the
role of the other arena (work).
Such interaction might either create a positive or a negative organizational attitudes, depending on two main criterias mentality at the top as well as the organizational culture.

2.4.1 How Home and Family Enhance Career Progress:

In families where no children are present and where both spouses are working in a demanding, professional areas, husbands are able to relate and understand the time demands and pressures necessary to advancement. Often the female would indicate that her husband knows that career comes first, and he is willing to give up some personal time with her. Some respondents even noted that since the husband's job was very time consuming, they got along better when she worked the same long intense hours. In short, when the family is composed of only the husband and wife, the strong career orientations of both were viewed as positive and supportive factors that actually helped the female manager's career.

The presence of children in the family creates additional concern and extends the role demands and potential for work and family conflict. Yet, work and family interactions need not conflict, if the following three factors are applied. The first factor is family support. Women, who felt their families had helped their career progress, mentioned that family support was a major factor. Expressions used to describe such support - such as concern, understanding and encouragement - suggested the strong physiological foundation of this factor. One respondent noted "My career achievements are viewed with pride by the family and seen as family achievements." This sense of support is necessary but not sufficient base for career progress. A second factor is needed.
A spouse who was self-reliant and shared child-care responsibilities (housework, cooking) contributed positively to the female career progress. The third necessary factor is adequate and convenient child care, such as kin support, and on-site nurseries established by the employing firms. (Stoner, 1990, p. 9)

Two additional family benefits can help a woman in her career. First, female managers may draw from their families and home responsibilities certain skills that can be used on the job. Dealing with people, being organized, and responding to crises, are all capabilities that the women manager can enhance through family practice. Second, the general family happiness and fulfillment is a way of providing balance to life and thereby permitting greater effort and productivity at work.

2.4.2 How Home and Family Block Career Progress:

In a survey that was conducted on 1500 women in management organization, 30% of the respondents felt that their career progress had been hurt by their home and family responsibility. The lack of mobility was identified as one of the biggest family block to career progress. Three unique areas of the mobility factor were noted. First family moves are typically dictated by the husband's career. Accordingly, moves that benefited the husband's career were undertaken even though these moves frustrated the career progress of the wife. A second area involved the women's inability to relocate due to the husband's career. Thus these women were denied growth opportunities and promotions due to their lack of mobility. Third, an inability to relocate may result from the perceived impact on their children. Most of
the respondents believed that relocation may alter and disrupt the children's social associations. Accordingly, some career opportunities were bypassed.

Of the 1500 respondent 41% of them believed that the presence of children negatively affected their career. Maternity leave was specifically noted as a detrimental factor. Maternity leave represented a break in direct organizational attachment. One respondent indicated that while she still received promotions, career progress her "career momentum" was lost due to maternity leave. Others indicated that simply being away and losing touch temporarily moves one out of the mainstream and away from the managerial focus. In addition to this and upon reentering the work force after maternity leave, the women manager simply did not have the time to do the kind of work she wanted and expected of herself. Most notably, this issue was revealed in "extra time" demands necessary for dynamic career progress, over-time; travel and community involvement were noted in particular. Thus, the family caused them to cut back on the "extras" that has been previously pursued and, consequently, blocking their career path.

Of the negative impact group, many put their career "on hold". This represents a break in organizational attachment. Here, the women manager leaves her work for a specific period to devote her time to the care and rearing of the children. Such extended career disruption represented clear and often irreversible negative career impacts.

2.4.3 Organizational Attitudes and Reactions:

The women often expressed unflattering perceptions of their organization's reaction to their families. A number of women expressed views that suggested the decision to have children signaled to their organizations
that their career took a back seat. One respondent noted the following: "My company stopped offering promotional opportunities because I had my decision to have children. They always felt I'd be leaving". Others noted that their family situations did not preclude them from after-hour meetings and other extra work functions, the company assumed they did. Thus, they were excluded.

Inspite of such negative organizational attitudes, today organizations are considering, and in some cases implementing programs and policies to address some of the more critical work and family issues. (Stoner, 1990, pp. 7-13) The following figure provides a brief summary of the most common approaches.
Organizational Programs and Policies for Addressing Work/Family Conflict

Time-based

Flexible work schedules
Job sharing (with benefits)
Part-time employment
Shorter work days for parents

Attachment-based

Pregnancy and childbirth leave
Early child-care leave (extending pregnancy leave)
Parent days/Child care leave (staying home with ill child)

Assistance -based

Relocation assistance-to include exploring career opportunities for spouses
Counseling and education-similar to how Employee Assistance deal with problems

Child-care-based

In-house organization sponsored(on site)
Corporate subsidies
Organizational referral-to help parents find reliable child care
2.5 Women, Culture and Society:

"In every known society, the male's need for achievement can be recognized. Men may cook, or weave, or dress dolls or hunt hummingbirds, but if such activities are appropriate occupations of men, then the whole society, men and women alike, votes them as important. when the same occupations are performed by women, they are regarded as less important." (Rosaldo, 1993, p.1)

Although culture norms differ from one country to another, there is a tremendous similarity between these cultures, in the way women are perceived, treated, and dealt with. In the following paragraphs, a comparative analysis regarding the perception concept of women in developed and developing countries is going to be represented.

2.5.1 Women In Developed Society:

Even in industrialized societies, culture has resulted in the belief that a woman having a successful career is unfeminine. The traditional view still holds that a woman's primary role is in the home, and that it is proper for women to work only if they fulfill their roles of wife and mother.

Boys are often rewarded for competitiveness and assertiveness and are trained to be independent, while girls are trained to be dependent and rewarded of being sweet agreeable and not for causing trouble. It is generally accepted that the techniques learned during childhood often carry over into adult career roles. For example, the way many girls are socialized causes them to have lower self-confidence and performance expectations, which often affects their career choices later.
Women have also been socialized to believe that they are not as smart as men, even when they have contrary evidence. This leads to women being less certain about their abilities. In fact when asked to describe their strengths and weaknesses, women frequently begin by describing their weaknesses and have much more trouble describing their strengths.

All of the above suggests that many women start a career at a disadvantage. They often have to learn at much later age than men, how to be competitive, assertive, and self-confident, and they have to adjust their feelings about these qualities.

Socialization also have caused subjective performance evaluations. Both male and female managers tend to judge the work attributed to men more favorably than worked performed by women, where there is a common feeling that management is not a proper arena for women.

2.5.2 Women In Developing Societies:

In developing countries, available data (Anker, 1986, pp. 35-40) showed that the percentage of working women is low. Part of the explanation is found in local norms whereby women are secluded inorder to limit their interaction with unrelated males. and if women in some countries had to work, they should be separated from their male colleagues.

In some cases, the need for separating the sexes extends to the segregation of the workplace itself which also involves certain costs. For example there was a case of a factory owner who stopped hiring women because his company was too small to provide the necessary separate sections for men and women; according to his experience men working with
women leads to unhealthy atmosphere because the men try to exploit and harass the women.

Moreover the reasons for restricting the mobility of women are connected with women's special role in reproduction and the importance which most societies place on the control of descent. Such norms create situations where women who break these norms are often considered fair game for sexual exploitation. Thus, most of the employers do not hire women to avoid creating problems with sexual overtones.

Thus, cultural restrictions not only restrict the supply of women available for work, but also limit the demand for women workers.
CHAPTER III
RESEARCH DESIGN AND METHODOLOGY

3.1 The Basic Approach:

This research was conducted with the intent of determining and assessing the factors influencing the promotional progress of Lebanese women in management positions.

The measures used and the type of analysis conducted were selected according to the purpose stated in chapter I, and the details discussed in chapter II.

3.2 Sources of information:

To testify the hypothesis presented in chapter I, a field survey was conducted. This survey covered managers representing different administrative and operational levels in profitable as well as non profitable organizations. Questionnaires were used as a major technique to gather data about managers’ attitudes and opinions towards women employees.

A total of one hundred eighty questionnaire were distributed. Despite the fact that personal follow up was involved, the percentage of return was restricted to sixty seven percent, summing up to one hundred twenty two questionnaires.
3.3 **Survey Design**:

Certain prerequisite considerations were taken into account before preparing the questionnaire, these were as follows:

1- A letter of preface was introduced before the set of questions, to clarify the objective of the survey, as well as to inform the respondents that their responses will be treated with complete confidentiality.

2- Names and confidential parental questions were not asked because respondents might feel embarrassed; consequently, this might alter their way of responding to questions.

3- The questionnaire should have been longer and wider because of the scope of the issue discussed; however, it was of a medium size to make it easy and less time consuming to be filled in.

The research instrument of this study is an eight page questionnaire structured in a manner to cover the major factors affecting women employees in their career advancement. This questionnaire is divided into five parts consisting of eighty nine items, clearly stated and validated after a pilot study conducted to eight professors and experts so as to pretest the prevalent questions.

The first part is concerned with the respondents' background, and work experience. The second part measures the organizational factors affecting women in their careers. As for the third part, it measures the effect of male-female relationships on women's vocational advancement, while the fourth part is concerned with the effect of women's personal characteristics on their promotional
progress. Finally, the fifth part measures the impact of family upon their way of achieving job objectives.

3.4 The Type of Questions Used:

In constructing the questionnaire three types of questions were used:

1- The Likert Type Scale: With the Likert scale, respondents indicate their attitudes by checking how strongly they agree or disagree with statements that range from very positive to very negative toward the attitudinal object. Individuals choose from five alternatives: Strongly agree, agree, uncertain, disagree, and strongly disagree. Weight of 1, 2, 3, 4, 5 are assigned to the answers. Weight 1 is assigned to the response of a strong agreement as the weight of 5 is assigned to a strong disagreement. The weight of 3 is assigned to an uncertain response.

2- The Category Scale: Is a rating scale that measures the cognitive and the affective component of the respondent's attitudes. The former reflects an individual's general feeling or emotions towards an object, while the latter represents one's awareness of and knowledge about an object. The items of this scale range from much higher, or much better to much lower giving a choice of five responses.

3- The Multiple Choice Questions: With this type of questions, the respondent has to choose, one of the several choices given to him within one question. This choice represents the answer that most reflects his opinion.
3.5 **Research Variables:**

The research variables in this study are divided into five parts, as shown by the questionnaire listed in Appendix (A). All these variables were selected in a manner to serve the hypothesis already suggested.

**3.5.1 Demographic Variables:**

Demographic variables are the independent variables of the questionnaire. They are used to collect some personal data about the background of the respondents.

Single item questions were used to determine respondent's gender, age, nationality, years spent in the organization, and the number of subordinates reporting to each. Concerning education six categories were used: Some high school or less, high school, some college, bachelor's degree, some graduate or professional degree. Furthermore, questions were set to determine the functional area to which each respondent belongs. Eleven categories were used: Accounting, finance, marketing, engineering, manufacturing, general management, research and development, and others. Moreover, a question about the respondent's level in the organization was asked. Five categories were used: Professional staff, first level supervisor, middle management, strategic management, and others. Finally, ten categories were used to identify the respondent's primary organization's business. These were as follows: Manufacturing, educational, merchandising,
general services, public sector, health care, insurance, utility, financial services, and others to specify.

3.5.2 Beliefs about Organizational Factors:

This part serves to measure managers' opinions concerning the organizational factors affecting women in their promotional progress. It is composed of two subparts. The first subpart indicates whether women's absenteeism, turnover, chances of training, ability to overcome stress, and remuneration in high middle or low management levels as compared to those of men are much higher, somewhat higher, the same, somewhat lower or much lower.

As for the second subpart, it shows manager's agreement or disagreement concerning discrimination against educated women, in recruiting them to the different managerial levels. Moreover, managers were asked to reflect their opinion towards religious and external influences, as well as to indicate the way these factors might influence a women employee.

Two additional questions about women's absenteeism and turnover were set. The first question reflects to what extent absenteeism is related to sickness, child care responsibilities, low level of job satisfaction, and looking after sick relatives. The second question measures turnover in terms of obtaining a better job, family responsibilities, low level of job satisfaction and getting married.
3.5.3 Male-Female Relationships:

This factor is measured by asking respondents to provide their opinion towards their present way of relating and communicating with the opposite gender. Two kinds of scales were used, the Likert scale, and the multiple choice questions. Using the Likert scale, managers were asked to indicate their agreement or disagreement with ten statements reflecting their beliefs on how women respond to sexual needs, and whether sexual harassment reduces women’s work performance, as well as her ability to compete. Moreover, questions were asked to reflect both respondents' behavior, and the way they value themselves in the presence of the opposite gender colleagues, within both business as well as informal settings.

Using the multiple choice questions, two questions were asked: the first one reflects respondents' opinions on the way Lebanese women face sexual harassment. They had to indicate, whether it is through withdrawal, asking to be transferred, fighting, or responding positively and doing nothing to such harassment. The second question reflects managers' perception of a woman employee; whether she is perceived as a mother, a helpless maiden, a seductress, a daughter, or a person who has a business related knowledge and competence.
3.5.4 Beliefs About Women's Personal Characteristics:

This part reflects managers' beliefs about women's personal characteristics and abilities compared to those of men holding a managerial job. Using The Category scale, the following characteristics were measured: Leadership style, reliability, responsibility, commitment, authority, coordination, motivation, control, judgment, detection of problems, planning and taking initiatives. Moreover a comparative measurement was set to indicate the difference between the characteristics and abilities of a single woman versus a married one. Such factors as age, commitment, authority, and going out of town jobs were asked, using the above mentioned scale.

Furthermore, two additional questions about women's commitment and leadership style were asked. The first question reflects to what extent job commitment is related to the following factors: Age, family responsibilities, remuneration and fringe benefits, promises held by the organization, recruitment plans, and women's own assumption and perception about work.

The second question measures women's failure as a leader in terms of sensitiveness, seriousness, as well as in terms of her ability to motivate, encourage and inspire confidence in subordinates.

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3.5.5 Beliefs about Family Effects on Women Employees

This part reflects manager's beliefs concerning the negative as well as the positive family effects on women's career path. Using the Likert scale ten statements were set representing managers' opinions towards maternity leave and whether it has a negative career impact. Moreover, this part shed lights on certain issues such as child care responsibilities, as well as child care programs and whether they inhere the work involvement of a career woman. Finally, managers were asked to indicate their sensitiveness concerning her family responsibilities and if they

A concluding general question was asked to determine which of the following factors has a greater negative impact on women employees: Is it family responsibilities, women's personal characteristics, or women's relationship with colleagues and supervisors?

3.6 Data Analysis

The data collected is numerically coded, imputed through the data base storage facilities, and is statistically interpreted using the Statistical Package for social Science (SPSS). The statistical output is mainly for testifying the hypothesis stated in chapter I. A descriptive statistical analysis is used to determine frequencies and percentages of data under the study. Regression analysis determines the relationship between the dependent and independent variables.
In addition cross tabulation is used to measure the relationship between variables.
CHAPTER IV
RESEARCH FINDINGS AND ANALYSIS

The review of literature presented in chapter II showed that the number of women in top management has increased. Progress in this area has been slow, however. Nevertheless, the picture is going to be brighter over the next decade as management begins to realize, more fully the importance of women in the executive suit. Commenting on the situation, Newsweek ref has written:

"The day when women will routinely run big companies is still a long way off. But propelled by affirmative action laws, the feminist movement and the rising consciousness of corporations themselves, women have come a long way in the last decade. Women now occupy one-fourth of the managerial and administrative jobs in private industry.... And women are likely to move even more rapidly into the towers of corporate America in the future." (Forbes, 1983, pp.39-40)

Moreover, researches showed that although women's share has increased, yet most of these who achieved executive status have done so, in the areas traditionally open to women: public relations, personnel, staff jobs, or the media and service industries. What is holding women back?

Is it because some men feel threatened by women in management positions?

Is it because some women are taught not to be competitive?
After gathering the data and presenting the methods followed and tools used for analysis, it is the intent of this chapter to present the findings and analyze them.

In chapter one, the hypotheses to be tested were stated as follows:

1- Organizations operating in Lebanon show no discrimination against the promotional progress of women for high management positions.
2- The career path of women manager is most likely to be associated with factors such as: Organizational factors; gender relationships; woman's personal characteristics, and family responsibilities.

This chapter intends to test these hypotheses in the light of results obtained and the findings analyzed.

4.1 Profile of Respondents:

The respondents profile included in the study, as was mentioned in chapter III, formed sixty seven percent response rate for managers and the size of the sample upon which the study was conducted was 122 managers. Managers surveyed by this study represent different administrative and operational levels in profitable as well as non profitable organizations. They belong to different functional areas (accounting, finance, marketing, sales, personnel, engineering, manufacturing, general management, research and development, and others) and work in organizations operating in the various Lebanese economic sectors.
(manufacturing, education, merchandising, public sector, etc.). The managers in the sample belong to different managerial levels (professional staff, first level supervisor, middle management, strategic management, and others) that deal with employees and managers of both sexes for the accomplishment of various tasks.

Concerning the managers' general characteristics, of the 122 respondents, 23% were females and 77% were males. As to their organizational level, 46.7% of the managers belonged to strategic management (mode = 4), followed by 34.4% in management positions, 11.5% in supervisory levels, and 7.4% in professional staff positions. The ages of the respondents ranged between category 2 (25 through 35) to category 5 (> or = 58) with the age average coming to be within the mid 40's (mean 3.279). These characteristics along with the education level, nationality, religion, and organization business are shown in Table I which presents the profile of the respondents.

**Table I - Profile of Respondents.**

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Range</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Managers' Characteristics</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Age</td>
<td>1 (&lt; 24)</td>
<td>0.0</td>
</tr>
<tr>
<td></td>
<td>2 (25 Thru 35)</td>
<td>27.9</td>
</tr>
<tr>
<td></td>
<td>3 (36 Thru 45)</td>
<td>32.0</td>
</tr>
<tr>
<td></td>
<td>4 (46 Thru 57)</td>
<td>24.6</td>
</tr>
<tr>
<td></td>
<td>5 (&gt; or = 58)</td>
<td>15.6</td>
</tr>
<tr>
<td>Mean = 3.279</td>
<td>Median = 3.000</td>
<td>Mode = 3.000</td>
</tr>
</tbody>
</table>

66
<table>
<thead>
<tr>
<th>Table 1 - Profile of Respondents (continued)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gender</strong></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td><strong>Education</strong></td>
</tr>
<tr>
<td></td>
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<td></td>
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<tr>
<td></td>
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<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td><strong>Religion</strong></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td><strong>Nationality</strong></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

**Job Characteristics**

**Organizational level**

- Professional Staff: 7.4
- First Level Supervisor: 11.5
- Middle Management: 34.4
- Strategic: 46.7
Table I - Profile of Respondents (continued)

<table>
<thead>
<tr>
<th>Organizational Characteristics</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization Business</td>
<td>--</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>8.2</td>
</tr>
<tr>
<td>Education</td>
<td>5.7</td>
</tr>
<tr>
<td>Merchandising</td>
<td>19.7</td>
</tr>
<tr>
<td>General Services</td>
<td>17.2</td>
</tr>
<tr>
<td>Public Sector</td>
<td>4.1</td>
</tr>
<tr>
<td>Health Care</td>
<td>3.3</td>
</tr>
<tr>
<td>Insurance</td>
<td>6.6</td>
</tr>
<tr>
<td>Utility</td>
<td>1.6</td>
</tr>
<tr>
<td>Financial Services</td>
<td>25.4</td>
</tr>
<tr>
<td>Others</td>
<td>8.2</td>
</tr>
</tbody>
</table>

After presenting the general characteristics of the survey respondents, it is of interest now to analyze the results pertinent to the factors believed to have an effect upon the career path of women in organizations operating in Lebanon. The factors are: Organizational Factors, Personal Characteristics, Male-Female Relationships, and Family Responsibility. These are studied according to the beliefs stated by managers selected for this research.

4.2 Organizational Factors:

Organizational factors were measured along six dimensions: Absenteeism, Turnover, Chances of Training, Flex-time, Stress
overcoming, and Remuneration. Then, discrimination against women in recruitment and promotion was investigated in accordance with aspects such as educational level, external influence, and Religious Affiliation.

**Absenteeism:**

Absenteeism has always been one of the critical factors used in explaining employer preference for males. According to employers in general, women are believed to be absent from work more often than men. A descriptive analysis was used to study this dimension, and to identify the relationship between the dimension and other variables assumed to be important in the process of examining the beliefs of managers concerning the absenteeism of women. Confirming the general employer impression of higher female absence and in conformity with the review of literature, the results of the survey show that 57% of responding managers reported a higher female absence (Mode=2, i.e., higher), 31.1% reported that male absences and female absences are of the same rate or level, and 12.3% reported a lower female absence. These results are shown in Table II and figure 4.1.
Table II- Absenteeism Of Women (OF1)

<table>
<thead>
<tr>
<th>Absenteeism as compared to man</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Much Higher</td>
<td>19</td>
<td>15.6</td>
<td>15.6</td>
</tr>
<tr>
<td>Somewhat Higher</td>
<td>50</td>
<td>41.0</td>
<td>56.6</td>
</tr>
<tr>
<td>Same</td>
<td>38</td>
<td>31.1</td>
<td>87.7</td>
</tr>
<tr>
<td>Somewhat Lower</td>
<td>9</td>
<td>7.4</td>
<td>95.1</td>
</tr>
<tr>
<td>Much lower</td>
<td>6</td>
<td>4.9</td>
<td>100</td>
</tr>
</tbody>
</table>

Figure 4.1: Absenteeism of Women.

Examining the significant differences in the managers' opinions about absenteeism of women along the various management organizational levels, it was found that significant differences along the various management levels of the responding managers do exist. Consistent with expectations, managers at higher organizational levels contributed to a higher level of agreement with the statement relevant to the manager's beliefs about women's absenteeism being higher than that of men. These make up 54.3% of those within the strategic management level (25.3% of the whole sample) and 69% of those within the middle management level (23.7% of the whole sample). Moreover, of the whole sample size,
while taking the organizational level into consideration, 56.6% had the beliefs that women's absenteeism is higher than that of men, 31.1% thought that it is the same as that of men. These results were obtained from the procedure of using the cross tabulation function of absenteeism of women compared to that of men (OF1) by organizational level ($x^2$). The results are shown in Table III. A calculation of the chi-square also led to a similar result.

<table>
<thead>
<tr>
<th>Table III- Cross tabulation of OF1 by Organizational level</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>Row Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>(count) X2 $\rightarrow$ (percentage) OF1 $\downarrow$</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>10</td>
<td>19</td>
</tr>
<tr>
<td>2</td>
<td>2</td>
<td>2</td>
<td>25</td>
<td>21</td>
<td>50</td>
</tr>
<tr>
<td>3</td>
<td>5</td>
<td>5</td>
<td>11</td>
<td>17</td>
<td>38</td>
</tr>
<tr>
<td>4</td>
<td>55.6</td>
<td>35.7</td>
<td>26.2</td>
<td>29.8</td>
<td>31.1</td>
</tr>
<tr>
<td>5</td>
<td>4</td>
<td>4</td>
<td>1</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>Column Total</td>
<td>9</td>
<td>14</td>
<td>42</td>
<td>57</td>
<td>122</td>
</tr>
</tbody>
</table>

chi-square 35.46223  D.F. 12  Significance 0.0004  Min.E.F. 0.443  Cells 13 of 20 (65.0%)

In the Chi-Square test of independence, the hypothesis that two variables are independent of each other is tested. If the probability which is also known as the observed significance level is small enough (usually less than 0.05 or 0.01), the hypothesis
that two variables are independent is rejected. In this case, the value of the Chi-Square is 0.0004. At a significance level of 0.05, the observed significance level, 0.0004 is < 0.005, implies that the two variables OF1 and Organizational level are not independent of each other.

Another similar relationship close to significance, but not strictly significant to 0.05, was reached when the cross tabulation function was run for studying the effect of gender upon the belief of managers concerning the absenteeism of women as compared to that of men. The results are presented in Table IV. The calculated Chi-Square also shows that although the result of the level of significance is not statistically significant, yet it can show the variation of attitudes of both sexes towards assessing women's absenteeism as compared to that of men. As can be derived from the results, 39.2% of the female respondents (9% of the whole sample size) as compared to 61.7% of the male respondents (47.5% of the whole sample size) believe that women's absenteeism rate is higher than that of men, 53.6% of the female respondents as compared to 24.5% of the male respondents believe that men and women have the same absenteeism level, and finally, 7.2% of the female respondents believe that the absenteeism rate of women is lower than that of men. Again, this is an expected result. Concerning the value of significance which is not statistically high, it could be attributed to the size and nature of the sample which included 23% female as compared to 77% males. Such a factor might have contributed to the low level of significance.
Table IV: Cross tabulation between OF1 by Gender.

<table>
<thead>
<tr>
<th>X8→ (count)</th>
<th>Female</th>
<th>Male</th>
<th>Row Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>17</td>
<td>19</td>
</tr>
<tr>
<td>2</td>
<td>9</td>
<td>41</td>
<td>50</td>
</tr>
<tr>
<td>3</td>
<td>15</td>
<td>23</td>
<td>38</td>
</tr>
<tr>
<td>4</td>
<td>1</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>5</td>
<td>1</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>Column</td>
<td>28</td>
<td>94</td>
<td>122</td>
</tr>
<tr>
<td>Total</td>
<td>23.0</td>
<td>77.0</td>
<td>100</td>
</tr>
</tbody>
</table>

Chi-Square D.F. Significance Min E.F. Cells
9.06571 4 0.0595 1.377 4 of 10 (40%)

Relationship between Absenteeism (OF1) and other Variables:

A question that rises itself now is: What can this greater absenteeism of women be traced to?

To answer this question, a Pearson correlation analysis was conducted to study the relationship between the absenteeism level as an organizational factor with other factors. Table V shows the intercorrelation matrix with other variables.
Table V: Pearson Correlation between OF1 and Other Variables.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women's Turnover (OF2)</td>
<td>0.3903**</td>
</tr>
<tr>
<td>Women's Need of Flextime (OF4)</td>
<td>0.3336**</td>
</tr>
<tr>
<td>Married Women (OF7)</td>
<td>0.2958**</td>
</tr>
<tr>
<td>Sickness (OF13)</td>
<td>0.2365*</td>
</tr>
<tr>
<td>Child Care Responsibilities (OF14)</td>
<td>0.1915</td>
</tr>
<tr>
<td>Level of Job Satisfaction (OF15)</td>
<td>-0.0950</td>
</tr>
<tr>
<td>Looking after Sick Relations (OF16)</td>
<td>0.0049</td>
</tr>
<tr>
<td>Woman's Commitment to Her Job (PC10)</td>
<td>-0.0698</td>
</tr>
<tr>
<td>Woman's Motivation towards Her Job (PC13)</td>
<td>-0.1507</td>
</tr>
<tr>
<td>Break in the Organizational Attachment Due to Maternity Leave (FR1)</td>
<td>+0.3769**</td>
</tr>
<tr>
<td>Break of the Maternity Leave by the Organization (FR2)</td>
<td>+0.3584**</td>
</tr>
<tr>
<td>Family Responsibility (FR)</td>
<td>+0.2723*</td>
</tr>
</tbody>
</table>

* P <= 0.01  
**P <= 0.001

Examination of zero-order correlation show that managers beliefs concerning the rate of women's turnover is highly related to their beliefs concerning the rate of women's absenteeism. The positive sign of the correlation coefficient dictates a direct and a positive relationship between the two variables. This could be attributed to the assumption that if women have a tendency to change their jobs for any reason (demographic location, low remuneration, low level of job satisfaction,...), then their attendance would be negatively affected, and thus the absenteeism rate would increase.
An interesting finding is that manager's opinion concerning women's need of flextime has a significant correlation with their opinion concerning women's level of absenteeism. Again, the positive correlation coefficient implies a direct type of correlation between the two variables. This means that the higher the need of women for flextime, the more would be their tendency to absent themselves from work if they were not provided with this flextime. This is expected and could be attributed to the responsibility women have for child-rearing and household activities which are difficult to combine with working for long hours outside their homes. Thus, the need for alternative working schedules should be realized to make it easier to integrate work and family responsibilities, as well as to make employees better adapted to the changing social conditions. As a word of summary, if women are not provided with flexible working hours this will be highly reflected in an increase in women's level of absenteeism. This increase in the level of women's absenteeism is expected to have a negative impact upon women's productivity in work. This conforms with the review of literature that presented the results of a survey conducted on organizations that reported higher productivity from those who used flex time.

Another positive and significant correlation was found between the marital status of women and their absenteeism level. Consistent with expectations, married women have responsibilities related to child-rearing and household activities. Giving the priority to those important (add to this the probable unavailability of flex time) would lead them to absent themselves from the workplace.
Of course, with the increasing number of responsibilities married women have to hold the absenteeism level of married women as compared to single women is expected to be higher. This is confirmed by the results of the distribution analysis presented in table VI and figure 4.2.

Table VI: Absenteeism of Married Women as Compared to That of Single Women (OF7)

<table>
<thead>
<tr>
<th>Absenteeism of Married Women as Compared to Single Women</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Much Higher</td>
<td>23</td>
<td>23.0</td>
<td>23.0</td>
</tr>
<tr>
<td>Somewhat Higher</td>
<td>63</td>
<td>51.6</td>
<td>74.6</td>
</tr>
<tr>
<td>Same</td>
<td>16</td>
<td>13.1</td>
<td>87.7</td>
</tr>
<tr>
<td>Somewhat Lower</td>
<td>9</td>
<td>7.4</td>
<td>95.1</td>
</tr>
<tr>
<td>Much Lower</td>
<td>6</td>
<td>4.9</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The results of the frequency distribution analysis show that 74.6% of the responding managers reported their belief that the absenteeism level of married women tends to be higher than that of single women, 13.1% reported their belief that the absenteeism level of both groups is the same, and 12.3% believed it to be lower.
Figure 4.2: Absenteeism of Married Women as Compared to Single Women (OF7).

Going back to the Pearson Correlation Analysis presented in table V, a positive and a significant correlation was found between Of1 and sickness. This could be attributed to the fact that, in general, biologically speaking, women are more vulnerable to sicknesses than men are. Factors such as stress, pregnancy, misplanned kind of dieting, and others expose them more than men to various types of sickness. In fact, and in conformity with the review of literature, the results of the frequency distribution run for the Sickness variable show that women's absenteeism is highly related to sickness (of13), 14.8% were uncertain, and 13.9% did not agree. This is shown in Table VII.

Table VII: Sickness as a Factor Related to Absenteeism (OF13)

<table>
<thead>
<tr>
<th>Sickness as a Factor Leading to Absenteeism</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>13</td>
<td>10.7</td>
<td>10.7</td>
</tr>
<tr>
<td>Agree</td>
<td>74</td>
<td>60.7</td>
<td>71.3</td>
</tr>
<tr>
<td>Uncertain</td>
<td>18</td>
<td>14.8</td>
<td>86.1</td>
</tr>
<tr>
<td>Disagree</td>
<td>15</td>
<td>12.3</td>
<td>98.4</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>2</td>
<td>1.6</td>
<td>100.0</td>
</tr>
</tbody>
</table>
Still another finding was that Child Care Responsibilities (of14) and Looking after sick relatives (of16) are positively related to Absenteeism of women. As was mentioned earlier, married women's absenteeism level is higher than that of single women mainly because of the increased responsibilities. One of the most important responsibilities is that related to child care. Therefore, it is logical to say that the more these responsibilities get, the more will a woman be expected to absent herself from the workplace. It's worth-mentioning here that 79.5% of the responding managers believe that women's absenteeism is related to child care responsibilities, 14.8% are uncertain, and 5.7% do not agree. These results are shown in Table VIII. Concerning taking care of sick relatives(of16), and because women are traditionally and culturally expected to hold such responsibilities, the more these responsibilities get, the higher would be the absenteeism rate of women. However, it was found that there are no significant relationships between these two variables-child care responsibilities and taking care of sick relatives- and absenteeism of women.

Table VIII: Child-Care Responsibilities as a Factor Related to Women's Absenteeism (OF16).

<table>
<thead>
<tr>
<th>Child-Care Responsibilities as a Factor Related to Absenteeism</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>28</td>
<td>23.0</td>
<td>23.0</td>
</tr>
<tr>
<td>Agree</td>
<td>69</td>
<td>56.6</td>
<td>79.5</td>
</tr>
<tr>
<td>Uncertain</td>
<td>18</td>
<td>14.8</td>
<td>94.3</td>
</tr>
<tr>
<td>Disagree</td>
<td>7</td>
<td>5.7</td>
<td>100.0</td>
</tr>
</tbody>
</table>

78
Moreover, an interesting result was reached concerning the correlation between level of job satisfaction (of 15) and absenteeism. Although the correlation coefficient is negative indicating that the higher the level of satisfaction women employees feel, the more they will be committed to the organization where they are working, and the less would their absenteeism rate be. The surprising thing here is that in the frequency distribution run for this variable (table IX), Only 20.5% of responding managers reported that low level of job satisfaction is a cause for a higher absenteeism level, 31.1% were uncertain, and 48.4% did not agree.

<table>
<thead>
<tr>
<th>Low level of Job Satisfaction</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>7</td>
<td>5.7</td>
<td>5.7</td>
</tr>
<tr>
<td>Agree</td>
<td>18</td>
<td>14.8</td>
<td>20.5</td>
</tr>
<tr>
<td>Uncertain</td>
<td>38</td>
<td>31.1</td>
<td>51.6</td>
</tr>
<tr>
<td>Disagree</td>
<td>49</td>
<td>40.2</td>
<td>91.8</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>10</td>
<td>8.2</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Such a result could be explained by the fact that managers will not admit that their employees are experiencing a feeling of low level satisfaction probably because this will indirectly have a negative effect on their management style, employee motivation, good concern for the well being of the employee and so on.

In conformity with the general and most common view, a woman's commitment to her job was found to be negatively
correlated to women's Absenteeism as compared to that of man. The explanation for this is clear and direct. If the employees do not feel committed to their jobs, they will not be motivated to work, and they will not be as efficient and productive as the jobs require. One of these inefficiency and unproductivity aspects shows itself in a tendency towards a higher level of absenteeism. Again, the correlation between these two variables is not significant. Another similar relationship was found between a woman's motivation towards her job and the level of Absenteeism. This is clear since if an employee does not feel motivated to do the required job, tasks, or even to come to the workplace, the employee will direct his/her efforts towards what they are more motivated to do, and thus the absenteeism level would increase.

Finally, coming to family effects, significant correlations were found between family responsibilities (FR) in general and women's Absenteeism level, the positive correlation coefficient indicates the direct relationship between the two variables. This means that the more the family responsibilities are, the higher would be the Absenteeism level of women as compared to men's. More specifically, strong and positive correlations were found between the level of Absenteeism of women and the two variables: Break in the Organizational Attachment due to Maternity leave (fr1) and the Break of Maternity leave by the organization (fr2). This result is clear and self explanatory. The Maternity leave taken by women might decrease their job involvement, and in turn their adaptation to changes in the organizational environment. This, in turn will lead to a break in the organizational attachment, less commitment towards
the job, and thus a higher absenteeism level. On the other hand, but with a similar effect, if the organization itself breaks the maternity leave, this will adversely affect women's attitudes towards the job and the workplace, causing them to be demotivated and less committed since the organization is not providing them with what they necessarily need, and thus the absenteeism level will be expected to be higher.

4.2.1. Factors Affecting OF1: Building a Model Relating the Independent Variables to the Dependent Variables

After investigating the various aspects related to managers' beliefs concerning women's absenteeism as compared to that of man, the intent of the study now is to identify the critical factors that are likely to be associated with this organizational factor. This section will describe the various steps followed to reach a regression equation that will form a reasonable fit for OF1 along with the independent variables.

A. The Correlation Matrix:

In order to avoid multicollinearity among independent variables since multicollinearity could substantially affect the result of the multiple regression analysis, a correlation matrix was prepared to check the availability of large coefficients. The final correlation matrix presented below shows relatively low correlation coefficients among variables.
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<th>0.146</th>
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<td>0.884</td>
<td>0.914</td>
<td>0.944</td>
<td>0.974</td>
<td>1.000</td>
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<tr>
<td>PPI</td>
<td>0.914</td>
<td>0.944</td>
<td>0.974</td>
<td>1.000</td>
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<tr>
<td>PPI</td>
<td>0.944</td>
<td>0.974</td>
<td>1.000</td>
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<tr>
<td>PPI</td>
<td>0.974</td>
<td>1.000</td>
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<td></td>
</tr>
</tbody>
</table>

Correlation Coefficients Among Variables.
B. Results of The Regression Analysis:

After preparing the correlation matrix, the regression analysis was started. The stepwise method was selected to follow the inclusion of the independent variables one by one into the equation according to their significance as possible indicators of OF1. In step number 1, the SPSS regression function included OF2 (Women's Turnover Rate). The regression output in step 1 resulted in a factor of determination, $R^2 = 0.15231$, meaning that about 15.23% of the variations in the managers' beliefs concerning women's absenteeism could be explained by their beliefs concerning women's turnover. The F-ratio in the output, computed as Sum of Squares/Mean Square, is = 21.56148. The F-significant is = 0.0000. In step number 2, the variable FR1 was included, followed by OF1, and finally by OF13. A list of these variables, their coefficient (Beta), Test statistic, T, and the T significant is presented as follows:

<table>
<thead>
<tr>
<th>Variable</th>
<th>Beta</th>
<th>T</th>
<th>Sig. T</th>
</tr>
</thead>
<tbody>
<tr>
<td>OF2</td>
<td>0.24767</td>
<td>3.601</td>
<td>0.0005</td>
</tr>
<tr>
<td>FR1</td>
<td>-0.30044</td>
<td>-4.086</td>
<td>0.0001</td>
</tr>
<tr>
<td>OF7</td>
<td>0.21249</td>
<td>2.826</td>
<td>0.0055</td>
</tr>
<tr>
<td>OF13</td>
<td>0.19508</td>
<td>2.260</td>
<td>0.0257</td>
</tr>
<tr>
<td>(constant)</td>
<td>1.76345</td>
<td>4.370</td>
<td>0.0000</td>
</tr>
</tbody>
</table>
The last step in the regression output along with the information about the variable coefficient just listed, helped in deriving a regression model equation as follows:

$$OF1 = 1.76345 + 0.24767 \text{OF2} - 0.30044 \text{FR1} + 0.21249 \text{OF7} + 0.19508 \text{OF13}$$

$$\begin{align*}
\text{(0.0000)} & \quad \text{(0.0005)} & \quad \text{(0.0001)} & \quad \text{(0.0055)} \\
\text{(0.0257)} & \\
\end{align*}$$

$$R^2 = 0.3335 \approx 33.4\%$$

$$F = 14.63883 \quad \text{significant } F = 0.0000$$

**C. Significance of The Regression Equation**

$R^2$, the coefficient of determination, is equal to 33.4%. This implies that 33.4% of the variations in managers' beliefs about the level of Absenteeism of women as compared to men could be explained by these four variables.

By using the analysis of variance, the usefulness of the regression equation is tested using the F-distribution. From the output presented, $F = 14.63883$. Comparing the significant value to the $P$-value used = 0.05, it could be concluded that there is a relationship between OF1 and the three variables included in the equation. This result shows that the regression model is a significant one.
D. Significance of The Regression Coefficients.

The significance of the correlation coefficients could be derived from examining the P-value of the T-statistic. This P-value is listed above under sig. T. Taking into consideration, that the level of significance (alpha) = 0.05, then one would conclude that a statistically significant relationship exists between each of the included four variables (holding others constant) and the dependent variable OF1.

4.2.1.2 Interpretation of The Equation.

The interpretation of the equation is quite straightforward. As to OF2, the value of $b = 0.24767$. This indicates that for each added value in managers' beliefs concerning women's turnover (while holding other variables constant), their beliefs about women's absenteeism as compared to that of men will be added by 0.24767. The positive sign shows that there is a positive and direct relationship between what the managers think about women's turnover and what they think about women's absenteeism. The more the managers agree that women tend to have a higher rate of turnover then men, the more they agree that women tend to have a higher absenteeism rate. This could be attributed to the fact that if women think often of changing their job for a variety of possible reasons, then they can not be considered as stable in their jobs or motivated to stay on the job. Because of this, they are expected to
absent themselves more frequently than men do from their workplace.

The same interpretation method could be applied to the variable FR1. The negative beta coefficient suggests that the more the manager thinks that the maternity leave would cause a break in the organizational attachment, the stronger his belief would be about women's absenteeism being higher than that of men. If a woman takes a long leave in terms of maternity leave as a form of family responsibility focusing child rearing, then because the woman's concern has been emphasized on things closer, more related and of more interest to her, her attachment to the organization is more likely to be less and less. This probably would be accompanied by less interest in the job. This break in the organizational attachment and the existence of other responsibilities are expected to lead women to show a higher absenteeism rate than men do.

Coming to OF7, the absenteeism rate related to married women, it is found (as was illustrated in the correlation analysis previously conducted) that according to managers' beliefs, based upon the positive value, married women have a higher tendency to absent themselves from work than do single women. As was mentioned earlier, this could be attributed to the increased responsibilities they hold including child-rearing and household activities.

Finally, as to OF13, i.e. sickness as a factor related to absenteeism, it was found that it has a positive relationship with
OF1. The major reason for this, as was mentioned earlier in the correlation analysis section, could be that according to managers' beliefs women have a lower tolerance level than men in cases of stress, malnutrition, and others. The positive correlation coefficient indicates the view of managers that sickness is a major reason for the high absenteeism rate of women as compared to men.

4.2.2 Women's Turnover as Compared to Man (OF2)

Women's assumed high turnover is another critical factor contributing to managers' belief that women should be recruited for secondary or static jobs rather than to strategic or challenging jobs. If women's turnover is high, then investing money, time, and effort on training and developing them would yield one return: more and more cost. Thus, enriching their jobs and training them would be more considered as a cost than as an asset to the organization for which they work. A descriptive analysis was also used here to study this organizational factor and identify its possible relationships with other variables.

As it was mentioned in the review of literature, the general assumption and the common belief is that managers believe that women's turnover is supposed to be higher than that of men. In conformity with this general and common view, the results of the descriptive analysis presented in Table X and Figure 4-3 show that 47.5% of the responding managers believe that the turnover of women is greater than that of men. 18.0% believe that the turnover of both is the same, and 34.4% believe that it is lower.
Examining the variations of the managers' beliefs about women's turnover along other variables was done using the cross tabulation analysis. To start with, the variations in managers' beliefs concerning OF2 was investigated along the individual variables.

**Table X: Women's Rate of Turnover as Compared to Man (OF2).**

<table>
<thead>
<tr>
<th>Women's Rate of Turnover (OF2)</th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>10</td>
<td>8.2</td>
<td>8.2</td>
</tr>
<tr>
<td>2</td>
<td>48</td>
<td>39.3</td>
<td>47.5</td>
</tr>
<tr>
<td>3</td>
<td>22</td>
<td>18.0</td>
<td>65.6</td>
</tr>
<tr>
<td>4</td>
<td>32</td>
<td>26.2</td>
<td>91.8</td>
</tr>
<tr>
<td>5</td>
<td>10</td>
<td>8.2</td>
<td>100.0</td>
</tr>
</tbody>
</table>

**Figure 4.3: Women's Rate of Turnover as Compared to Man (OF2).**

Significant variations were observed in the cross tabulation function results of OF2 by the number of subordinates (X5) and by the managers' level of education (X6). These results along with the Chi-Square analysis results are depicted in Tables XI and XII.
As for the crosstabulation function of OF2 by X5, the result of the Chi-Square was = 26.335 and the significance value was = 0.0495. Comparing this significance with the level of significance, or P-value = 0.05, it could be concluded that there are significant variations in the beliefs concerning women’s rate of turnover as compared to man (of managers having different numbers of subordinates).

<table>
<thead>
<tr>
<th>Table XI: Cross tabulation of OF2 by X5.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(count) X5 → OF2 ↓</td>
</tr>
<tr>
<td>(Percent)</td>
</tr>
<tr>
<td>1</td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td>3</td>
</tr>
<tr>
<td>4</td>
</tr>
<tr>
<td>5</td>
</tr>
<tr>
<td>Column Total</td>
</tr>
<tr>
<td>Chi-Square D.F.</td>
</tr>
<tr>
<td>(64.0%).</td>
</tr>
</tbody>
</table>

Coming to the cross tabulation function of OF2 by X5, it could be found that the value of Chi-Square is = 36.9397. The value of significance = 0.0119 compared to the P-value = 0.05 indicates that there are significant differences in the managers' opinion.
concerning the women's turnover along the managers' education level variable (X6). As could be noticed, of those having lower education (some school or high school), 70% of respondents (6% of the whole sample size) consider women to have a higher turnover rate than men, whereas 30% of them (2.45% of the whole sample size) consider women to have a lower turnover rate than men. These are compared to 49% of those having some college education or B.S. level (21.3% of the whole sample size) considering women to have a higher turnover rate than men, 16% (6.5% of the whole sample size) considering it the same, and 69.3% considering women to have a lower turnover rate. As to those with high education levels (some graduate study and graduates), 42.4% of them considered women to have a higher turnover rate, 23.7% considered it the same, and 33.8% considered it lower.

Moreover a correlation analysis was conducted to study the relationship between of 2 and other variables. Table XIII shows the intercorrelation matrix among the variables.

**Table XIII: Pearson Correlation between OF2 and Other**

<table>
<thead>
<tr>
<th>Variables</th>
<th>OF2</th>
</tr>
</thead>
<tbody>
<tr>
<td>OF1</td>
<td>0.3903**</td>
</tr>
<tr>
<td>OF4</td>
<td>0.4182**</td>
</tr>
<tr>
<td>OF18</td>
<td>0.2620*</td>
</tr>
<tr>
<td>PC4</td>
<td>-0.2402*</td>
</tr>
<tr>
<td>FR2</td>
<td>+0.2732*</td>
</tr>
<tr>
<td>COMMIT</td>
<td>-0.1629</td>
</tr>
<tr>
<td>X1</td>
<td>-0.1529</td>
</tr>
<tr>
<td>X2</td>
<td>0.022</td>
</tr>
</tbody>
</table>

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Table XIII: Pearson Correlation between OF2 and Other Variables (continued)

<table>
<thead>
<tr>
<th>X3</th>
<th>0.1357</th>
</tr>
</thead>
<tbody>
<tr>
<td>X4</td>
<td>0.0418</td>
</tr>
<tr>
<td>X5</td>
<td>-0.0840</td>
</tr>
<tr>
<td>X6</td>
<td>0.0692</td>
</tr>
<tr>
<td>X7</td>
<td>-0.0038</td>
</tr>
<tr>
<td>X8</td>
<td>-0.1143</td>
</tr>
</tbody>
</table>

* P <= 0.01  ** P <= 0.001

Table XII: Cross tabulation: OF2 by X6.

<table>
<thead>
<tr>
<th>(Count) X6→ (Percent) OF2↓</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>3</td>
<td></td>
<td>4</td>
<td></td>
<td>3</td>
<td></td>
<td>10</td>
</tr>
<tr>
<td>50.0</td>
<td>5</td>
<td></td>
<td>8</td>
<td></td>
<td>6</td>
<td></td>
<td>8.2</td>
</tr>
<tr>
<td>2</td>
<td>1</td>
<td>3</td>
<td>20</td>
<td>3</td>
<td>19</td>
<td>48</td>
<td></td>
</tr>
<tr>
<td>16.7</td>
<td>1</td>
<td>75.0</td>
<td>40.0</td>
<td>23.1</td>
<td>41.3</td>
<td>39.3</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
<td>8</td>
<td></td>
<td>1</td>
<td>13</td>
<td>22</td>
<td></td>
</tr>
<tr>
<td>16.7</td>
<td></td>
<td>1</td>
<td>16.0</td>
<td>7.7</td>
<td>28.3</td>
<td>18.0</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>1</td>
<td>1</td>
<td>16</td>
<td>6</td>
<td>8</td>
<td>32</td>
<td></td>
</tr>
<tr>
<td>16.7</td>
<td>1</td>
<td>25.0</td>
<td>32.0</td>
<td>46.2</td>
<td>17.4</td>
<td>17.4</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>16.7</td>
<td>1</td>
<td>33.3</td>
<td>4.0</td>
<td>23.1</td>
<td>6.5</td>
<td>8.2</td>
<td></td>
</tr>
<tr>
<td>Column Total</td>
<td>6</td>
<td>4</td>
<td>3</td>
<td>50</td>
<td>13</td>
<td>46</td>
<td>122</td>
</tr>
<tr>
<td>Total</td>
<td>4.9</td>
<td>3.3</td>
<td>2.5</td>
<td>41.0</td>
<td>10.7</td>
<td>37.7</td>
<td>100</td>
</tr>
</tbody>
</table>

Chi-Square: D.F. Significance: Min E.F. Cells with E.F.<5
36.93968 20 0.0119 0.246 23 of 30 (76.7%)

Again here, examination of zero order correlations shows that the managers' beliefs concerning the rate of women's turnover is unrelated to any of the demographic variables. This might be the result of the possibility that the belief about the rate of women's
turnover is somehow and common to all managers regardless of type of business, functional area, organizational level, and others.

An expected type of finding here is that the rate of women's turnover as assessed by managers has a significant and positive correlation with OF1, the absenteeism rate of women. The same interpretation as before will be used but the other way round. Women showing a higher rate of absenteeism as compared to man will be expected to have less understanding of what's going on in terms of changes in the job, to be considered as less competent and be viewed as less efficient. Because of the instability they have in attending their jobs in a regular way (because of various possible changes), managers would tend to expect a high women turnover rate.

Another significant and direct correlation was found between OF2 and OF4, women's need of flextime. As was mentioned earlier, because of women's increasing responsibilities especially those related to housekeeping, women are more and more in need for flexible working hours. If they were not provided by the flextime facility, women will be more expected to quit their jobs looking for other jobs in other organizations that could provide them with what they are in need for.

Consistent with the review of literature, OF2 has a significant and a positive relationship with OF13, family responsibilities. Of course, according to managers, the larger the size of the family responsibilities, the more would be the possibility that women will have conflict and face difficulty in comparing between the family and the job responsibilities, because family responsibilities,
especially for married women, will be given a higher priority. Women will, thus, be more expected to have a higher rate of turnover as compared to that of men.

Moreover, a negative and a significant correlation was found between managers' beliefs concerning women's rate of turnover and their belief concerning women's ability to change without affecting quality of work. The negative sign means that the stronger the manager's belief is that women are incapable of adjusting to changes on the job, the more his belief will be that women will be less efficient and competent in work, the more they will be demotivated, and thus the more their tendency to leave the job will be.

Still, another interesting finding is the positive and significant correlation existing between managers' belief about women's turnover and FR2, the kind of negative impact resulting from the organizational break of maternity leave. If the company breaks the maternity leave of women, then this will demotivate women, and will thus have a negative impact on the woman's career. Now, if managers agree with this opinion, then they will expect a higher rate of women's turnover.

Finally, and although it is statistically insignificant to 0.05, the relationship between OF2 and COMMIT, the level of job commitment women are believed to have, is an interesting one. The negative sign implies an inverse relationship, and thus the stronger is the manager belief that women are less committed to their jobs than men, the more they will expect a higher rate of women turnover.
What are the major causes for women's higher rate of turnover? Four major alternatives were listed for which managers were asked to state their agreement or disagreement with each. The frequency distribution results, presented in Table XIV, shows the following:

- 67.2% of respondents reported that women's high rate of turnover is related to obtaining a better job (OF17), maybe a job with which a compromise between work and family responsibilities could be reached. On the other hand, 18% were uncertain, and 14.8% did not agree.

- 68% of responding managers agreed with the statement that women's high rate of turnover is related to family responsibilities (OF18), 21.3% showed uncertainty, and 10.6% showed disagreement.

- Similar to the case of analyzing factors related to women's absenteeism, only 39.3% of responding managers reported agreement with the idea that women's turnover is caused by a low level of job satisfaction (OF19), 32.0% were uncertain, and 28.6% showed disagreement.

- Finally, the highest percentage was obtained when 68.9% of managers reported that 'Getting Married' (OF20) is the major reason for women's high turnover rate. 16.4% were uncertain, and 14.8% disagreed with the statement.
Table XIV: Frequency Distribution for Factors Related to Women’s High Turnover.

<table>
<thead>
<tr>
<th>Factor</th>
<th>Category</th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1- Obtaining a better job (OF17)</td>
<td>Strongly Agree</td>
<td>19</td>
<td>15.6</td>
<td>15.6</td>
</tr>
<tr>
<td></td>
<td>Agree</td>
<td>63</td>
<td>51.6</td>
<td>67.2</td>
</tr>
<tr>
<td></td>
<td>Uncertain</td>
<td>22</td>
<td>18.0</td>
<td>85.2</td>
</tr>
<tr>
<td></td>
<td>Disagree</td>
<td>14</td>
<td>11.5</td>
<td>96.7</td>
</tr>
<tr>
<td></td>
<td>Strongly Disagree</td>
<td>4</td>
<td>3.3</td>
<td>100.0</td>
</tr>
<tr>
<td>2- Family Responsibilities (OF18)</td>
<td>Strongly Agree</td>
<td>21</td>
<td>17.2</td>
<td>17.2</td>
</tr>
<tr>
<td></td>
<td>Agree</td>
<td>62</td>
<td>50.8</td>
<td>68.0</td>
</tr>
<tr>
<td></td>
<td>Uncertain</td>
<td>26</td>
<td>21.3</td>
<td>89.3</td>
</tr>
<tr>
<td></td>
<td>Disagree</td>
<td>12</td>
<td>9.8</td>
<td>99.2</td>
</tr>
<tr>
<td></td>
<td>Strongly Disagree</td>
<td>1</td>
<td>0.8</td>
<td>100.0</td>
</tr>
<tr>
<td>3- Low level of job satisfaction (OF19)</td>
<td>Strongly Agree</td>
<td>7</td>
<td>5.7</td>
<td>5.7</td>
</tr>
<tr>
<td></td>
<td>Agree</td>
<td>41</td>
<td>33.6</td>
<td>39.3</td>
</tr>
<tr>
<td></td>
<td>Uncertain</td>
<td>39</td>
<td>32.0</td>
<td>71.3</td>
</tr>
<tr>
<td></td>
<td>Disagree</td>
<td>33</td>
<td>27.0</td>
<td>98.4</td>
</tr>
<tr>
<td></td>
<td>Strongly Disagree</td>
<td>2</td>
<td>1.6</td>
<td>100.0</td>
</tr>
<tr>
<td>4- Getting Married (OF20)</td>
<td>Strongly Agree</td>
<td>23</td>
<td>18.9</td>
<td>18.9</td>
</tr>
<tr>
<td></td>
<td>Agree</td>
<td>61</td>
<td>50.0</td>
<td>68.9</td>
</tr>
<tr>
<td></td>
<td>Uncertain</td>
<td>20</td>
<td>16.4</td>
<td>85.2</td>
</tr>
<tr>
<td></td>
<td>Disagree</td>
<td>15</td>
<td>12.3</td>
<td>97.5</td>
</tr>
<tr>
<td></td>
<td>Strongly Disagree</td>
<td>3</td>
<td>2.5</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.2.3 Women’s Ability to Overcome Stress (OF5).

As was previously mentioned in the review of literature presented in Chapter II, as women rise in the management ranks, they face many of the same problems and stress factors as male
managers: Pressure of responsibility, accountability to top management, work overload, unclear job expectations, time constraints, and problems with subordinates, co-workers, and superiors. In such cases, women might face additional stress since, as compared to man and to traditional concept, they are more emotional and get more easily affected by surrounding factors.

According to managers, and as it is presented in Table XV, only 39.3% of managers reported that women have a high ability to overcome stress, 11.5% were uncertain, and 49.2% reported a low ability of women to overcome stress.

<table>
<thead>
<tr>
<th>Women's Ability to Overcome Stress</th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>19</td>
<td>15.6</td>
<td>15.6</td>
</tr>
<tr>
<td>2</td>
<td>29</td>
<td>23.8</td>
<td>39.3</td>
</tr>
<tr>
<td>3</td>
<td>14</td>
<td>11.5</td>
<td>50.8</td>
</tr>
<tr>
<td>4</td>
<td>44</td>
<td>36.1</td>
<td>86.9</td>
</tr>
<tr>
<td>5</td>
<td>16</td>
<td>13.1</td>
<td>100.0</td>
</tr>
</tbody>
</table>

A cross tabulation analysis was performed, and it was found that there are significant differences in managers' beliefs about women's ability to overcome stress along X8, gender. The significant differences were ascertained by the value of the Chi-Square = 12.06521 and value of significance = 0.0169 which is much < than P-value = 0.05. According to the results, 64.3% of the female respondents reported a higher ability to overcome stress than men, whereas 31.9% of the male respondents reported a higher
women's ability to overcome stress. 7.1% of the female respondents, as compared to 12.8% of the male respondents, reported that women have the same ability to overcome stress as men. Finally, 28.6% of female managers, compared to 55.3% of male managers, reported that women's ability to overcome stress is lower than that of men.

The correlation analysis that was performed to study the relationship between OF5 and other variables resulted in the following correlations:

<table>
<thead>
<tr>
<th></th>
<th>OF5</th>
</tr>
</thead>
<tbody>
<tr>
<td>X4</td>
<td>-0.2235*</td>
</tr>
<tr>
<td>PC2</td>
<td>0.2495*</td>
</tr>
<tr>
<td>PC4</td>
<td>0.2542*</td>
</tr>
<tr>
<td>PC5</td>
<td>0.2712*</td>
</tr>
<tr>
<td>PC11</td>
<td>0.3100**</td>
</tr>
<tr>
<td>PC12</td>
<td>0.2299*</td>
</tr>
<tr>
<td>PC15</td>
<td>-0.2390*</td>
</tr>
</tbody>
</table>

* P <= 0.01  
** P <= 0.001

As the number of years of employment increases, the manager will tend more and more to think that the women's ability to overcome stress is less than that of men (r = -0.2235 at a P-value = 0.01). This could be attributed to the fact that as a manager spends more and more years in the organization dealing with various sorts of problems, regular and irregular, and directing subordinates to ensure accomplishing the tasks the best and the most efficient way possible, the more he/she will be capable in identifying the ability of various employees to deal with the various
situations and overcome the stress that could be due to various factors within or outside the organization. The findings here show that knowing women more at times of stress throughout the long period of time spent by managers in the organization will lead managers to believe that the ability of women to overcome stress would be perceived as being less than that of men.

However, positive and significant correlation were observed between: OF5 and PC2, woman's analytical capacity and vision to improve quality of work (r = 0.2495, p = 0.01) of a woman employee or manager has this capacity, it will help her in solving problems and dealing with irregular situation in a more objective and scientific way. This will help her overcome stress resulting from factors originating from the work place.

- OF5 and PC4, show Woman's ability to adjust to changes without affecting the quality of work (r = 0.2542, p = 0.01). One of the major sources of stress in the workplace is to be exposed to frequent changes in the job tasks or in the methodology to be followed to accomplish the job. Sometimes, one will adjust to changes but at the expense of the quality of work. Now, if one could not adjust to changes, this will be a source of stress for him/her. On equal basis, if one could adjust to changes, but the results were not as expected or required, this will again be a form of stress. However, if a person, in this case a woman, is capable of adjusting to these changes without affecting the quality of work, then this would be a sort of job enrichment, self-esteem and thus a stress remover.
- OF5 and PC5, show woman's ability to be reliable \( (r = 0.2712, p = 0.010) \). If a woman is reliable in her work and her dealings with others in the organization, she will more entrusted to do advanced types of tasks and she will have better relations with others. Such things might help her in overcoming the stress resulting from problems that frequently occur in the organization.

- OF5 and PC11, show woman's ability to compete \( (r = 0.3100, p = 0.001) \). A woman's ability to compete will give her the opportunity to be recognized the same way or better than others are. Her ability to compete will provide her with greater opportunities in her career path. This will supposedly help her to overcome stressful situations.

OF5 and PC12, show woman's ability to be authoritative \( (r = 0.2299, p = 0.01) \). If a woman has the ability to be authoritative, then her chances to give orders rather than to stay in a position where "women are better in taking orders" will show. This means her position as a leader rather than a follower will prevail. Although she might stay in the same position, her image as a submissive and helpless creature will be replaced with a strong, aggressive and communicative one. This again will help her deal with stressful cases in a more efficient and controlled manner.

OF5 and PC15, show being meticulous and paying so much attention to details \( (r = -0.2390, p = 0.01) \). If a woman spends a great deal of time searching for all the details even the very least pertinent to a certain case, and pays thorough attention to any minute aspect in her assigned tasks, she will be faced with more pressure, time constraints, and a possibility of overlooking more major, perhaps general issues. Moreover, paying attention to details
is not a characteristic of strategic (upper) managerial tasks. The negative sign thus demonstrates what was just mentioned: the more the woman pays attention to the various details, the more she will be concerned with every single factor and task, their aspects and the results of accomplishing them, and therefore the less will be her ability to overcome stress.

4.3. Male-Female Relationships.

The way males and females communicate with each other at work might result not only in ideas transmission or information exchange but also in feelings and attitudes getting affected. Such a relationship might have a sexual component caused by the fact that the behavior of each will be constantly influenced by the sex of the other. Thus, the way both sexes view each other might have an adverse impact on the conduct of work, thus, limiting the potentials of both and limiting the range of behavior through discouraging the wide communication scope. The question that might come to the mind now are: how do managers view women? Does this view have an effect on women’s career path? Is this related to other factors? The following sections will shed some light on the Male-Female Relationship aspect from the managers’ point of view through answering these questions.
4.3.1. **How Do Managers View Women?**

When asked about what they perceive women employees as, only 0.8% of the respondents stated perceiving a woman employee as a seductress, 1.6% as a helpless maiden, 4.9% as a mother or a daughter, and most importantly, 92.6% as a person who has a business related knowledge and competence. These results are shown in Table XVI.

**Table XVI: Managers' Perception about Women Employees**

<table>
<thead>
<tr>
<th>Women Employees as Perceived by Managers</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seductress</td>
<td>1</td>
<td>0.8</td>
<td>0.8</td>
</tr>
<tr>
<td>Helpless Maiden</td>
<td>2</td>
<td>1.6</td>
<td>2.5</td>
</tr>
<tr>
<td>Mother or Daughter</td>
<td>6</td>
<td>4.9</td>
<td>7.4</td>
</tr>
<tr>
<td>A Competent Person</td>
<td>113</td>
<td>92.6</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Although results are optimistic with a high percentage of responding managers perceiving women employees as competent persons with the required business related knowledge, it would be interesting to find out the managers' beliefs concerning women's competence as compared to man and concerning the possibility that they would be promoted to higher management levels if they had the required knowledge or educational level.

To start with, compared to man, results as reported by managers, show that 27.8% of the respondents (of both sexes, indeed) believe that women's competence level is higher than that of
men, 44.3% think that it is the same, and 27.9% think that it is lower. This is shown in Table XVII. Again, results here prove to be encouraging.

Now it is interesting to investigate whether women with the same educational level and the required related business knowledge as men will have access to higher management positions.

**Table XVII: Woman's Competence Ability as Compared to Man (PC11).**

<table>
<thead>
<tr>
<th>Woman's Ability to Compete</th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Much Higher</td>
<td>7</td>
<td>5.7</td>
<td>5.7</td>
</tr>
<tr>
<td>Somewhat Higher</td>
<td>27</td>
<td>22.1</td>
<td>27.9</td>
</tr>
<tr>
<td>Same</td>
<td>54</td>
<td>44.3</td>
<td>72.1</td>
</tr>
<tr>
<td>Somewhat Lower</td>
<td>34</td>
<td>27.9</td>
<td>100.0</td>
</tr>
<tr>
<td>Much Lower</td>
<td>0</td>
<td>0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Examining this aspect, it was found, as shown in Table XVIII, that of the whole respondents, 23% reported their disagreement that women with the same educational level have lower access to higher management positions compared to man, 9% reported their uncertainty, and 68.1% agreed with this view.
Table XVIII: Women with Same Educational Level Have Lower Access to Higher Management Positions than Man (OF10).

<table>
<thead>
<tr>
<th>OF10</th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>23</td>
<td>18.9</td>
<td>18.9</td>
</tr>
<tr>
<td>Agree</td>
<td>60</td>
<td>49.2</td>
<td>68.1</td>
</tr>
<tr>
<td>Uncertain</td>
<td>11</td>
<td>9.0</td>
<td>77.1</td>
</tr>
<tr>
<td>Disagree</td>
<td>25</td>
<td>20.5</td>
<td>97.6</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>3</td>
<td>2.5</td>
<td>100.0</td>
</tr>
</tbody>
</table>

How can such a contradiction be explained? How can a manager agree that a woman employee has a good level of competence, and at the same time, with the same educational level as man, she is not entitled for higher management positions? The answer could be that a woman could be competent, she could have a high educational level, yet other important factors may impede the way before her thus hindering her from having an access to higher management positions. Such factors, according to managers' general conception could be: woman's family responsibilities, her high absenteeism rate, her high rate of turnover,... and other factors that will be discussed in later sections of this chapter.
Running the crosstabulation function to examine significant differences in how managers perceive women along individual variables, it was found (see Table XIX) that there are significant differences along X4, years of employment. The value of the Chi-Square came to be $= 17.59723$ and the value of significance $= 0.0401 <$ the level of significance $= 0.05$. This implies that managers' view about what a woman is will vary with the number of years spent working for the organization. This could be somehow sensible. Depending upon the organization itself, the nature of work and its division among employees, the type of employees recruited and the nature of their relationships with each other, and the time a manager spends in the organization have a big effect upon the manager's view or perception about women employees. Results show that as managers spend a longer time
Table XIX: Cross tabulation of MF12 by X4.

<table>
<thead>
<tr>
<th>(Count) X4→</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>Row Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Percent) MF12↓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td></td>
<td>1</td>
<td>2.3</td>
<td></td>
<td>0.8</td>
</tr>
<tr>
<td>2</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>11.8</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1.6</td>
</tr>
<tr>
<td>3</td>
<td></td>
<td>4</td>
<td>1</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>4</td>
<td>15</td>
<td>9.3</td>
<td>2.3</td>
<td>5.6</td>
<td>4.9</td>
</tr>
<tr>
<td>88.12</td>
<td>38</td>
<td>43</td>
<td></td>
<td>17</td>
<td>113</td>
</tr>
<tr>
<td>88.4</td>
<td></td>
<td>97.7</td>
<td>94.4</td>
<td></td>
<td>92.6</td>
</tr>
<tr>
<td>Column</td>
<td>17</td>
<td>43</td>
<td>44</td>
<td>18</td>
<td>122</td>
</tr>
<tr>
<td>Total</td>
<td>13.9</td>
<td>35.2</td>
<td>36.1</td>
<td>14.8</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Chi-Square with E.F. <5
17.59723  9  0.0401  0.139  12 of 16 (75.0%)

with the organization, they will come to know the women employees - their competence, work performance, managerial capabilities, and so on - thus they will perceive them as persons with higher competence and related business knowledge. This conforms with what was mentioned about this in the review of literature regarding managers' perception about them will tend to be persons with high competence and related business knowledge. This conforms with what was mentioned about this in the review of literature regarding managers' perception concerning women employees: "the first time I meet a woman, I respond to her as a sexual object and only later as a person."
Moreover, a one-way analysis of Variance (ANOVA) was used to test for significant differences in managers' beliefs across the individual variables. No significant differences are in fact found across X1, the functional area. This result was obtained at a significance level of 0.05 (p <= 0.05), and is shown in Table XX. When using a one-way ANOVA, the observed significance level is obtained by comparing the obtained F distribution with K - 1 and N - K degrees of freedom, where K is the number of groups and N is the number of cases in the entire sample. The observed significance level is the probability of obtaining an F-statistic at least as large as the one calculated when all the population means are equal. If this probability is small enough, (<= 0.05), then the hypothesis that all population means are equal is rejected.

<table>
<thead>
<tr>
<th>Source</th>
<th>Degree of Freedom</th>
<th>Sum of Squares</th>
<th>Mean Squares</th>
<th>F-Ratio</th>
<th>F-Probability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>10</td>
<td>1.6599</td>
<td>0.1660</td>
<td>0.9233</td>
<td>0.5148</td>
</tr>
<tr>
<td>Within Groups</td>
<td>111</td>
<td>19.9549</td>
<td>0.1798</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>121</td>
<td>21.6148</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

As shown in the Table, the value of F-prob. = 0.5148 > p-value = 0.05. This implies that no significant differences exist in managers' view or perception about women employees across the functional area. This could be attributed to the fact that 92.6% of the respondents reported that women employees have high competence and business related knowledge. This means that
variation does not exist, and this is why no significant differences could be reported.

The same type of analysis was performed for the other individual variables. The results of the ANOVA run, F-ratio and F-prob. are shown in Table XXI. As could be noticed from the results, no significant

<table>
<thead>
<tr>
<th>One - Way ANOVA</th>
<th>F - ratio</th>
<th>F - prob.</th>
</tr>
</thead>
<tbody>
<tr>
<td>MF12 by X2 ( Org'n Level )</td>
<td>1.5762</td>
<td>0.1988</td>
</tr>
<tr>
<td>MF12 by X3 ( Org'n Business )</td>
<td>1.0206</td>
<td>0.4282</td>
</tr>
<tr>
<td>MF12 by X4 ( Yrs of emp )</td>
<td>1.4603</td>
<td>0.2290</td>
</tr>
<tr>
<td>MF12 by X5 ( # of subordinates )</td>
<td>0.8659</td>
<td>0.4867</td>
</tr>
<tr>
<td>MF12 by X 6 ( Education Level )</td>
<td>0.3350</td>
<td>0.8909</td>
</tr>
<tr>
<td>MF12 by X7 ( Age )</td>
<td>0.4645</td>
<td>0.7076</td>
</tr>
<tr>
<td>MF12 by X8 ( Gender )</td>
<td>1.0212</td>
<td>0.3143</td>
</tr>
</tbody>
</table>

differences could be reported between MF12 and any of the individual variables. The reason again would be associated to the lack of variability in MF12- what managers perceive women employees as.
4.3.2. **Relationship Between Managers' View about Women and other Factors.**

A correlation analysis was performed to investigate the type and significance of the relationship between MF12 and other variables. The results obtained included the following significant correlations.

<table>
<thead>
<tr>
<th></th>
<th>MF12</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Discrimination Against Recruiting Women to High Management Levels (OF8a)</td>
<td>-0.2130*</td>
</tr>
<tr>
<td>External Influence (OF11)</td>
<td>+0.2413*</td>
</tr>
<tr>
<td>Absenteeism Due to Low Level of Job Satisfaction (OF15)</td>
<td>+0.2116*</td>
</tr>
<tr>
<td>Woman's Ability to Adjust to Changes (PC4)</td>
<td>-0.2128*</td>
</tr>
<tr>
<td>Woman's Assumption about Work and Marriage (PC29)</td>
<td>0.2922**</td>
</tr>
</tbody>
</table>

* p <= 0.01  
** p <= 0.001

To start with, a significant correlation exists between managers' view about what a woman employee can be perceived as and their belief concerning the inexistence of discrimination against women in recruiting them to high management level positions. The negative sign implies an inverse relationship between the two variables. That is, the more the managers believe that women have
a high competence level, the less would their agreement be concerning the in existence of discrimination against them to high management positions. This could be attributed to one of two reasons: One is that the competent woman might form a threat to male managers who, in our oriental society, believe that the leadership should always be theirs and it is not a source of good image to be supervised by a woman manager. When asked about their opinion concerning whether men do not want to be supervised by women, it was found out that 64.8% of respondents agreed about this, 8.2% were uncertain, and 27.0% reported their disagreement. This is shown in Table XXII. Such a result demonstrates what has just been mentioned.

<table>
<thead>
<tr>
<th>No Supervision by Women</th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>25</td>
<td>20.5</td>
<td>20.5</td>
</tr>
<tr>
<td>Agree</td>
<td>54</td>
<td>44.3</td>
<td>64.8</td>
</tr>
<tr>
<td>Uncertain</td>
<td>10</td>
<td>8.2</td>
<td>73.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>27</td>
<td>22.1</td>
<td>95.1</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>6</td>
<td>4.9</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The second reason could be that discrimination against women in being recruited to high management positions exists if they have a high competence level because they are in lack of other important factors the gap resulting which cannot be covered by competence
only. The belief is that, as was previously mentioned, women are not assumed or accepted to be capable of holding high managerial positions because of other factors such as absenteeism, turnover, family responsibilities, and others.

A significant and a positive correlation was found to exist between MF12 and the belief of managers that the External Influence (WASTA), has a positive effect upon women in their promotional progress. The direct relationship implies that the stronger the managers' belief that women have a high competence level, the more their belief would be that women will not be able to reach high managerial levels without an external influence. This is expected based upon what was previously mentioned. The more the competence level of a woman is, the more the discrimination against recruiting her to high management level positions, and thus the more she will be in need for a WASTA to hold such kind of positions.

Another positive and significant correlation existed between MF12 and absenteeism due to low level of job satisfaction. This means that the more managers believe that a woman employee has a high level of competence, the more they will expect from her a higher absenteeism rate due to low level of job satisfaction. Well this goes for both men and women employees. If a woman employee is highly competent, and she is not capable of getting what she deserves in the organization, she will be de-motivated, and thus her absenteeism rate would be higher.

Still another correlation exists between MF12 and managers' perception concerning women's ability to adjust to changes (PC4).
It is a negative correlation, and this means that the higher the managers' belief about a woman's high level of competence is, the less would their disagreement be concerning woman's ability to adjust to changes.

Finally, managers' beliefs about women's high competence level is associated with a high disagreement concerning the assumption that women consider work as a transitionary period until they get married. This is obvious from the positive and significant correlation that exists between MF12 and PC29, managers' attitude towards the idea that women assume concerning their work.

4.3.3 Sexual Harassment and its Effect upon Promotional Progress.

Sexual harassment - as an unwanted and unwelcomed sexual behavior - might face a woman at many levels as a result of their financial needs and/or their career ambition to move ahead. It takes the form of doing sexual favor and getting in return a better job, a raise, or a promotion.

What type of work environment can sexual harassment lead to? Table XXIII shows managers' attitudes concerning the various effects of sexual harassment on the work environment.

To start with, 37.7% of responding managers agreed with the statement that responding to sexual moves will positively affect women's promotional progress, 28.7% reported uncertainty, and 33.6% reported disagreement. An interesting point to mention here
is that a strong and a positive correlation was found between this factor and the two variables External Influence (OF11) and Religious Affiliation (OF12). The positive correlation with OF11 ($r = 0.2816$, $P \leq 0.001$) implies that the stronger is the managers' belief that responding to sexual moves positively affects her promotional progress, the more they would believe that selectivity will prevail, and thus the WASTA will play a role. Also, the positive correlation with OF12 ($r = 0.3645**$) indicates that the selectivity is done upon certain religious groups or categories. These points will not be elaborated more since they do not lie in the scope of this research.

Moreover, 45.9% of managers reported that sexual harassment reduces women's ability to compete, 27.9% reported uncertainty, and 26.2% reported disagreement.

As to work performance, 53.2% of managers reported that sexual harassment reduces women's work performance, 29.5% reported uncertainty, and 17.2% disagreed with this view.
Table XXIII: Managers' Attitudes Towards the Effect of Sexual Harassment Upon Work Environment.

<table>
<thead>
<tr>
<th>Aspect Related to Work Environment</th>
<th>% of Managers Supporting the View</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive Effect Upon Promotional Progress</td>
<td>37.7%</td>
</tr>
<tr>
<td>Negative Effect Upon Women's Ability to Compete</td>
<td>45.9%</td>
</tr>
<tr>
<td>Negative Effect Upon Women's Performance</td>
<td>53.2%</td>
</tr>
</tbody>
</table>

4.3.4. The Fear of Sexual Attraction and Difficulties of Interaction.

If a manager is overly concerned about preventing intimacy from developing with the opposite gender, then this might have a certain cost incurred in the process of accomplishing the various tasks. In other words, and as it was put by previous researches, the process of successful business interaction is hindered by the perception of the possibility of having an overlap between sexuality and professional success.

In this study, 51.6% managers reported that they are overly concerned about preventing intimacy from developing with the opposite gender. Such a high percentage was expected since they believe that this might lead to a sexual affair which results in reducing women's ability to compete and to perform well in her job, thus affecting the overall organization's image.
Moreover, 23% of respondents were for the opinion stating that a normal business relation with the opposite gender might develop into a sexual affair. 19.7% showed uncertainty, and 57.4% reported disagreement.

As mentioned in the review of literature chapter, a process that is of high importance in top management circles is informal social interaction. However, this is not really and always applied because of the fear that such an interaction might develop to other intended things. In fact, 31.2% of the responding managers agreed that it is not a good idea to invite the opposite gender business associate for a drink or dinner outside the business setting, 16.4% showed uncertainty, and 52.5% showed disagreement.

Furthermore, another aspect of interest to the topic difficulties of interaction is how male-male interaction might be affected by the introduction of a woman. This is because her presence could activate the male-female relationships so men will feel confused about how to act and what to talk.

4.3.5 How Does a Lebanese Woman Face Sexual Harassment?

When asked about their opinion concerning the ways followed by women to face sexual harassment, 32.8% of responding managers reported that women face sexual harassment by asking to be transferred, followed by 25.4% believing that women would withdraw (quit), then by staying and doing nothing (20.5%), fighting against sexual harassment (17.2%), and finally by responding positively to sexual harassment (4.1%). Again, one
should not forget that these answers were reported by managers, 77% of whom are males, and most of them are in strategic management positions where the image of the organization is of big concern and importance.

4.3.6. How Men See Women in Top Jobs:

There are contrasting views related to this issue. Some men are completely anti-feminist while others are open-minded and can recognize it when women do not get a fair deal.

Now, how are women viewed in top jobs (taking into consideration the fact that 77% of the respondents are males)?

As expected, 64.8% of the responding managers reported that men do not want to be supervised by women. A correlation analysis was performed to study the relationship of this variable with other variables, and the resulting findings are interesting to be mentioned. First, a positive and significant correlation was found between MF9 (men do not want to be supervised by women) and OF10 (r = 0.2438*). This means that the stronger the managers' belief that men do not want to be supervised by women, the more they will agree that women with the same educational level as men have lower access to higher management positions. This again demonstrates a discriminating factor where the hindering factor to women to hold high managerial positions is not the lack of education, but rather whether they are accepted by men at high managerial levels or not. Another correlation was found between MF9 and MF1 (r = -0.2503*). This negative type of correlation
indicates that the more managers believe that men do not want to be supervised by women, the more they will agree that responding to sexual moves might positively affect her promotional progress. An interesting correlation was found between MF9 and other variables that show how men view women in top jobs. First, a positive and a significant correlation exists between MF9 and MF6 ($r = 0.3297, P <= 0.001$), implying that the more managers believe that men feel that female interaction within a male group will cause confusion about how to act and talk, the more they would expect that men do not want to be supervised by women. Second, the positive and significant correlation between MF9 and MF7 ($r = 0.2883, P <= 0.001$) indicates a behavioral aspect rather than an organizational aspect, yet it means that, according to managers, the more men feel that losing to a female is more embarrassing than losing to a male, the more they believe that men will find it difficult to be supervised by women. The same thing goes for MF9 and MF10 ($r = 0.4227, P <= 0.001$). Here, it could be said that the more managers believe that men appreciate approving rather than perceptive comments from women, the more they will believe that men will not accept to be supervised by women.

Furthermore, a negative correlation existed between MF9 and PC24 ($r = -0.2717, P <= 0.01$). The more managers believe that woman's in commitment to the job is because of family responsibilities, the more they will assume that they will not be accepted in supervisory levels. Moreover, perceiving women as being emotional will have a negative effect upon accepting them to hold high managerial positions ($r = -0.3099, P <= 0.001$ between
MF9 and PC30 - being emotional). Finally, if a woman is perceived to get more satisfaction from marriage than from being in top management, then the belief would be high that she will not be accepted in high management positions ($r = 0.2113^*$).

4.4. **Women's Personal Characteristics:**

The conventional belief is that the personal characteristics of an employee - a woman in our case - make a difference in management and will thus determine success in the management job. The following sections will deal with the personal characteristics of women as compared to those of men and as related to other factors.

4.4.1. **Woman's Ability to Be a Leader:**

As viewed by managers, and with comparison to man, a woman's ability to be a leader was reported to be majorly the same or lower than that of man. 46.7% of managers reported that it is the same for both, 36% viewed it as being lower, and 17.2% viewed it as being higher. This result along with the other factors contribute to the leadership ability are listed in Table XXIV. As could be noticed, in most cases, women's ability for the mentioned aspects are either the same or lower than that of man.

If a woman fails as a leader, then this would be attributed to certain factors as: being emotional, not being taken seriously by subordinates, not being capable of inspiring confidence in
subordinates, and discouraging subordinates from establishing a trust relationship with her. The percentage attributed to each factor is shown in Table XXV.

### Table XXIV: Personal Characteristics Related to the Leadership Ability (compared to Man)

<table>
<thead>
<tr>
<th>Leadership Ability (PC1+PC3+PC4+PC7+PC8+PC12)/6</th>
<th>Better</th>
<th>Same</th>
<th>Lower</th>
</tr>
</thead>
<tbody>
<tr>
<td>Analytical Ability (PC2+PC7+PC9)/3</td>
<td>11.5%</td>
<td>48.4%</td>
<td>40.1%</td>
</tr>
<tr>
<td>Commitment (PC6+PC10+PC13+FR7)/4</td>
<td>21.3%</td>
<td>62.3%</td>
<td>16.4%</td>
</tr>
<tr>
<td>Competence (PC11+PC9)/2</td>
<td>12.3%</td>
<td>51.6%</td>
<td>36.1%</td>
</tr>
<tr>
<td>Compliance (PC17+PC18)/2</td>
<td>23.8%</td>
<td>59.8%</td>
<td>16.4%</td>
</tr>
<tr>
<td>Reliability (PC5)</td>
<td>40.2%</td>
<td>47.5%</td>
<td>12.3%</td>
</tr>
<tr>
<td>Motivation (PC13)</td>
<td>36.1%</td>
<td>49.2%</td>
<td>14.7%</td>
</tr>
</tbody>
</table>

### Table XXV: Factors Attributed to the Failure of a Woman as a Leader:

<table>
<thead>
<tr>
<th>Factor</th>
<th>Percentage Approving</th>
</tr>
</thead>
<tbody>
<tr>
<td>Being Emotional (PC30)</td>
<td>63.9%</td>
</tr>
<tr>
<td>Not Taken Seriously by Subordinates (PC31)</td>
<td>58.2%</td>
</tr>
<tr>
<td>Does Not Inspire Confidence in Subordinates (PC32)</td>
<td>54.9%</td>
</tr>
<tr>
<td>Does Not Motivate Subordinates (PC33)</td>
<td>45.1%</td>
</tr>
<tr>
<td>Discourages Subordinates from Establishing a Trust Relationship (PC34)</td>
<td>41.0%</td>
</tr>
</tbody>
</table>
Now, taking woman's commitment to the job into consideration, it was found that 62.3% and 16.4% of responding managers reported that a woman's commitment to the job is the same or lower than that of men respectively. The question that poses itself now, what can a woman's in commitment to her job be related to? A list of factors are shown in Table XI with the percentage of responding managers supporting them as factors contributing to woman's in commitment to her job.

<table>
<thead>
<tr>
<th>Factor</th>
<th>Percentage Supporting Factor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family Responsibilities (PC24)</td>
<td>72.1%</td>
</tr>
<tr>
<td>Low Remuneration - Low Fringe Benefits (PC25)</td>
<td>59.0%</td>
</tr>
<tr>
<td>Promises Held to Her by the Organization Are Empty (PC26)</td>
<td>69.7%</td>
</tr>
<tr>
<td>Age (PC27)</td>
<td>23.8%</td>
</tr>
<tr>
<td>No Recruitment Plans (PC28)</td>
<td>34.4%</td>
</tr>
<tr>
<td>Woman's Assumption (PC29)</td>
<td>44.4%</td>
</tr>
</tbody>
</table>

4.4.2. Analyzing Personal Characteristics and Their Relationships with Other Factors.

In this section, four personal characteristics are believed to have a determining effect upon the success of the management function at high strategic levels were selected. The factors are:

- A Woman's Commitment.
- A Woman's Ability to Compete.
- A Woman's Ability to Be Authoritative.
- A Woman's Motivation Towards Job.

The responding managers' evaluation of these factors and the percentage given to each is shown in Table XXVII.

Table XXVII: Factors Contributing to the Success of the Woman's Managerial Function (as compared to man).

<table>
<thead>
<tr>
<th>Factors</th>
<th>Higher</th>
<th>Same</th>
<th>Lower</th>
</tr>
</thead>
<tbody>
<tr>
<td>Woman's Commitment (PC10)</td>
<td>43.4%</td>
<td>43.4%</td>
<td>13.1%</td>
</tr>
<tr>
<td>Woman's Ability to Compete (PC11)</td>
<td>27.9%</td>
<td>44.3%</td>
<td>27.9%</td>
</tr>
<tr>
<td>Woman's Ability to Be Authoritative (PC12)</td>
<td>23.0%</td>
<td>36.9%</td>
<td>40.1%</td>
</tr>
<tr>
<td>Woman's Motivation Towards Her Job (PC13)</td>
<td>36.1%</td>
<td>49.2%</td>
<td>14.7%</td>
</tr>
</tbody>
</table>

As could be noticed, in most of the times, the results are more the same as man which shows that the managers' view concerning the capability of women to hold managerial positions, taking these factors into consideration, is encouraging.

Running the correlation analysis for these four factors with other variables, the following results were obtained:
The strong and positive correlations between PC10 and the variables contributing to an effective handling of managerial position show that the stronger he manager's belief is that a woman has these abilities, the stronger his belief would be concerning her commitment towards her job. This is because having these abilities will enable her to be recognized by others, participate in designing and planning, enriching their jobs, and thus feeling more committed to the job.

- PC10 with PC11 (r = 0.4189, P <= 0.001): If a manager perceives a woman employee to have a high ability to compete, the more his perception concerning her commitment to the job would be. Of course, if a woman is competent, then she is expected to have the abilities that would help her perform her job in a highly efficient manner. Being recognized for this, along with the self satisfaction they get, they will be more committed to their job.
• PC10 with PC12 (r = 0.3130, P <= 0.001): A woman perceived to be authoritative is perceived to be better committed to her job. With this personality, she will be taken more seriously by her subordinates and thus be more capable of leading them effectively.

• PC10 with PC13 (r = 0.6162, P <= 0.001): This is a self explained relationship. A woman who is perceived by managers to be highly motivated, will also be perceived to be highly committed to her job.

• PC10 with PC15 (r = -0.2915, P <= 0.001): Being meticulous is negatively correlated to a woman's commitment towards her job. Paying attention to all the existing details will form a kind of stress to her, and, thus, her commitment to the job would be less.

• PC10 with PC16 (r = 0.2963, P <= 0.001): If a woman employee has the ability to detect problems at an earlier stage, then this will give her the competitive edge of time, saving, effort saving, and getting better results. Such outputs along with the self-esteem she will get for this would add to her commitment to the job.

• PC10 with FR4 (r = 0.2278, P <= 0.01) and FR10 (r = 0.2782, P <= 0.001): When a woman is highly committed, having children will not mean that she is leaving the job, nor getting married will be conceived by her as a source of satisfaction better than the other job.

• Other similar relationships were obtained and are listed in Table XXVIII.
### Table XXVIII- A-: Correlations Between PC11, and Other Variables.

<table>
<thead>
<tr>
<th>Variables</th>
<th>PC11</th>
<th>PC10</th>
<th>PC11</th>
</tr>
</thead>
<tbody>
<tr>
<td>PC1</td>
<td>0.4253**</td>
<td></td>
<td>0.4189**</td>
</tr>
<tr>
<td>PC2</td>
<td>0.4385**</td>
<td></td>
<td>0.5990**</td>
</tr>
<tr>
<td>PC3</td>
<td>0.2729*</td>
<td></td>
<td>0.4522**</td>
</tr>
<tr>
<td>PC4</td>
<td>0.4469**</td>
<td></td>
<td>-0.3333**</td>
</tr>
<tr>
<td>PC5</td>
<td>0.3414**</td>
<td></td>
<td>0.3647**</td>
</tr>
<tr>
<td>PC6</td>
<td>0.4202**</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PC7</td>
<td>0.4684**</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PC8</td>
<td>0.4704**</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PC9</td>
<td>0.3030**</td>
<td>FR</td>
<td>0.3508**</td>
</tr>
</tbody>
</table>

Running an ANOVA test showed an interesting type of significant differences in PC11 along X3, the type of organizational business. This is shown in the table below. Such significant differences in PC11 along X3 is a sensible one. With various business types, the competence of women employees varies. For example, women's competence could be expected to show in organizations such as health care and educational more than others.
### One-Way ANOVA: PC11 by X3:

<table>
<thead>
<tr>
<th>Source</th>
<th>D.F.</th>
<th>Sum of Squares</th>
<th>Mean Squares</th>
<th>F</th>
<th>Probability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>9</td>
<td>18.0686</td>
<td>2.007</td>
<td>2.427</td>
<td>0.0148</td>
</tr>
<tr>
<td>Within Groups</td>
<td>111</td>
<td>91.8157</td>
<td>0.8272</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
<td>109.8843</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### B- Correlation Between PC12 and Other Variables:

<table>
<thead>
<tr>
<th></th>
<th>PC12</th>
</tr>
</thead>
<tbody>
<tr>
<td>PC1</td>
<td>0.2739*</td>
</tr>
<tr>
<td>PC2</td>
<td>0.4059**</td>
</tr>
<tr>
<td>PC3</td>
<td>0.2150*</td>
</tr>
<tr>
<td>PC5</td>
<td>0.2459*</td>
</tr>
<tr>
<td>PC6</td>
<td>0.3497**</td>
</tr>
<tr>
<td>PC7</td>
<td>0.3722**</td>
</tr>
<tr>
<td>PC8</td>
<td>0.4167**</td>
</tr>
<tr>
<td>PC9</td>
<td>0.2361*</td>
</tr>
<tr>
<td>PC10</td>
<td>0.3130**</td>
</tr>
<tr>
<td>PC11</td>
<td>0.5990**</td>
</tr>
<tr>
<td>PC13</td>
<td>0.4522**</td>
</tr>
<tr>
<td>PC15</td>
<td>-0.3324**</td>
</tr>
<tr>
<td>PC16</td>
<td>0.2653*</td>
</tr>
<tr>
<td>FR</td>
<td>0.3179**</td>
</tr>
</tbody>
</table>
C- Correlation Between PC13 and Other Variables:

<table>
<thead>
<tr>
<th></th>
<th>PC13</th>
<th></th>
<th>PC15</th>
<th>PC16</th>
<th>PC13</th>
</tr>
</thead>
<tbody>
<tr>
<td>PC1</td>
<td>0.3233**</td>
<td></td>
<td>PC15</td>
<td></td>
<td>-0.2467*</td>
</tr>
<tr>
<td>PC2</td>
<td>0.2443*</td>
<td></td>
<td>PC16</td>
<td>0.3583**</td>
<td></td>
</tr>
<tr>
<td>PC3</td>
<td>0.2954**</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PC4</td>
<td>0.2455*</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PC5</td>
<td>0.2982**</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PC6</td>
<td>0.3576**</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PC7</td>
<td>0.3990**</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PC8</td>
<td>0.2968**</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PC9</td>
<td>0.3568**</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PC10</td>
<td>0.6162**</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PC11</td>
<td>0.4522**</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PC12</td>
<td>0.4155**</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* P <= 0.01  
** P <= 0.001

4.5. Family Responsibilities.

Family and work cannot be viewed as two independent areas of existence. They both affect each other, and their interaction may often lead to role conflict. The review of literature showed that some women have their career progress hurt by their home and family responsibilities.

The interest of the study now is to describe managers' attitudes towards the effect of various aspects of family responsibilities upon work performance, and then to analyze the factors related to the variable Family Responsibilities (FR).
4.5.1 Managers' Attitudes Towards Family Responsibilities vs. Work Performance.

One of the aspects to be dealt with here is the right of women to get a maternity leave. Does this right have any negative effect on work performance or on woman's attitude towards work? To be more specific, does it represent a break in the organizational attachment?

As an answer for this question, 46.7% of the managers believe that maternity leave will represent a break in the organizational attachment, 20.5% showed uncertainty, and 32.8% disagreed with this type of effect. Now, what would be the effect if the organization itself breaks this maternity leave? 39.3% of the responding managers replied that such a break will have a negative career impact, 22.1% showed uncertainty, and 38.6% showed disagreement. These two aspects along with others related to the issue of family responsibilities with the percentages reported by managers towards each are listed in Table XXIX.

**Table XXIX: Family Responsibilities and Their Effect Upon**

<table>
<thead>
<tr>
<th>Career Aspects as Reported by Managers.</th>
<th>% of Supporting Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maternity leave causes organizational break (FR1)</td>
<td>46.7%</td>
</tr>
<tr>
<td>Break of maternity leave has a negative career impact (FR2)</td>
<td>39.3%</td>
</tr>
</tbody>
</table>
Table XXIX: Family Responsibilities and Their Effect Upon Career Aspects as Reported by Managers (Continued).

<table>
<thead>
<tr>
<th>Description</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Having children means quitting the job (FR3)</td>
<td>66.4%</td>
</tr>
<tr>
<td>Having children means not enough time for work (FR4)</td>
<td>42.6%</td>
</tr>
<tr>
<td>Family problems affect performance (FR5)</td>
<td>72.2%</td>
</tr>
<tr>
<td>Children means negative effect upon woman's career (FR6)</td>
<td>36.1%</td>
</tr>
<tr>
<td>Child care programs increase woman's involvement (FR7)</td>
<td>72.1%</td>
</tr>
<tr>
<td>Family Responsibilities means no extra work (FR8)</td>
<td>53.2%</td>
</tr>
<tr>
<td>Women's ability decreases after maternity (FR9)</td>
<td>28.7%</td>
</tr>
<tr>
<td>Marriage gives more satisfaction than top management (FR10)</td>
<td>43.5%</td>
</tr>
</tbody>
</table>

4.5.2. Relationship Between Family Responsibility and Other Variables.

Table XXX shows the results of the correlation analysis that was done to study the relationship between Family Responsibility and other variables.

Table XXX: Correlation Analysis: Family Responsibility with Other Variables.

<table>
<thead>
<tr>
<th>Other Variables</th>
<th>FR</th>
<th>PC6</th>
<th>0.4455**</th>
</tr>
</thead>
<tbody>
<tr>
<td>OF1</td>
<td>-0.2723*</td>
<td>PC7</td>
<td>0.4144**</td>
</tr>
<tr>
<td>OF20</td>
<td>-0.3029**</td>
<td>PC8</td>
<td>0.4558**</td>
</tr>
<tr>
<td>MF5</td>
<td>-0.2526*</td>
<td>PC9</td>
<td>0.715*</td>
</tr>
<tr>
<td>MF9</td>
<td>0.2212*</td>
<td>PC10</td>
<td>0.2479*</td>
</tr>
<tr>
<td>PC1</td>
<td>0.2882**</td>
<td>PC11</td>
<td>0.3508**</td>
</tr>
<tr>
<td>PC2</td>
<td>0.4077**</td>
<td>PC12</td>
<td>0.3179**</td>
</tr>
<tr>
<td>PC3</td>
<td>0.4240**</td>
<td>PC16</td>
<td>0.2254*</td>
</tr>
<tr>
<td>PC4</td>
<td>0.3275**</td>
<td>PC5</td>
<td>0.2462*</td>
</tr>
<tr>
<td>PC5</td>
<td>0.2462*</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
As could be noticed, Family Responsibility has significant correlations with OF1, and OF20. The negative correlation with OF1 implies that the more managers disagree with the statements related to the effect of family responsibility aspects upon work life, the less would be the absenteeism rate of women compared to men would be. The negative correlation between FR and OF20 indicates that the less managers disagree with the negative impact family responsibilities have upon the career path, the more they will relate women's turnover to being married.

With Male-Female relationships, significant correlations were traced with MF5 and MF9. The negative correlation with MF5 can be interpreted as: the more managers disagree with the negative effect of family responsibilities upon woman's career, the less would be their belief that a normal business relation with the opposite gender might develop into a sexual affair. As to MF9, the positive correlation with this variable indicates that the higher the managers' belief that family responsibilities will negatively affect the woman's career, the more they will be convinced that women should not reach supervisory or high managerial positions.

Finally, positive and significant correlations were found between FR and women's personal characteristics [leadership ability (PC1), analytical ability (PC2), ability to take initiatives (PC3), ability to adjust to changes (PC4), ability to be reliable (PC5), ability to take job responsibilities (PC6), ability to plan alternative ways to achieve objectives (PC7), ability to control (PC8), ability of judgment (PC9), commitment (PC10), ability to
compete (PC11), ability to be authoritative (PC12), and ability to detect problems at an earlier stage (PC16). The positive and significant correlations with these variables show that the stronger the managers' beliefs concerning the positive ability of women to hold high managerial position because of having these characteristics, the higher their disagreement with the negative impact family responsibilities would have upon women's career life.

4.6. Discrimination Against Women:

In the previous sections, the research dealt with factors the analysis of which uncovered certain features concerning the practice of discrimination against women in Lebanese organizations. The following sections will deal, with more emphasis, with the concept of discrimination as being emphasized in aspects like: training, remuneration, recruitment, promotion, external influence, religious affiliation, how a woman is viewed as a top manager, and how a woman employee is perceived. Also, a regression analysis will be performed to study the various factors that are most likely to be associated to Discrimination.

4.6.1. Factors to Assess Discrimination.

Referring to the results of the frequency distribution, it was found that 18.9% of responding managers reported that women have higher chances of training, 55.7% reported that chances of training are the same for both men and women employees, and
25.4% reported that it is less. Once again, one should not forget that the majority of respondents are male managers with high managerial positions and well concerned with reflecting a good image about what the organization offers all its employees with. A cross tabulation analysis that was performed to investigate significant differences in chances of training from the point of view of managers along the gender variable showed that significant differences do exist (Chi-Square = 14.77120, Significance = 0.0052).

As to remuneration, it was taken as a whole factor rather than for each management level alone. The basic reason for this is that in the Lebanese organizations, there are no clear-cut lines separating them from each other. Another reason is that the same distribution was noticed along the management levels as reported. Results showed that 5.7% of managers reported that women's remuneration is higher than that of men, 47.5% reported that it is the same, and 46.7% reported that it is lower. Moreover, interesting correlations were found between:

- Remuneration (OF6) and chances of training (OF3) ($r = 0.03194$, $P <= 0.001$) meaning that the more managers believe that chances of training are equal for all employees, the more they will be convinced that this will result in having competent and skilled employees, both male and female, who will be entitled for the same remuneration levels.

- MF1 and MF6 ($r = 0.2161$, $P <= 0.01$): This means that the more managers believe that women employees are not getting the same remuneration level as men, the more they will believe that
responding to sexual moves will positively affect the promotional progress of women.

- MF9 and OF6 ($r = 0.2331, P \leq 0.01$): This means that the more managers believe that there is no discrimination against women in remuneration, the more they will disagree with the idea that men do not want to be supervised by women.

- OF6 and LDRSHP ($r = 0.2353, P \leq 0.01$): If women are perceived to have the leadership ability, the more will managers believe that there is no discrimination against women.

- OF6 and DISC ($r = 0.2652, P \leq 0.01$): This correlation implies that the more managers believe that there is no discrimination against women in remuneration, the more will they believe that there is no discrimination against women in recruiting them to managerial positions.

As to the ability of having access to high management positions, as was previously mentioned, this is not determined by the educational level of women. When asked about their opinion concerning whether women with the same educational level as men have lower access to higher management positions, 68.1% of responding, managers showed agreement with the statement, 9.0% reported uncertainty, and 23.0% showed disagreement. This is a high illustration of the practice of discrimination.

Coming to the external influence, managers were asked about their opinion concerning the idea that external influence positively affects women in their promotional progress. 43.4% of responding managers showed agreement, 27.9% showed uncertainty, and 28.7% showed disagreement. Most people might be in need for
WASTA, but the fact that women are more in need for it is another illustration of discrimination against women.

As to how women are perceived in high managerial positions, it was found that 64.8% of responding managers agree with the statement that men do not want to be supervised by women, 8.2% were uncertain, and 27.0% showed disagreement. This could be attributed to various beliefs they have about women such as inability to be efficient leaders, inability to be authoritative, being emotional, considering work as a transitionary period until they get married, and others, but still it is a demonstration of discrimination against women in being recruited to high management positions.

4.6.2. Regression Analysis: Building a Model Relating Independent Variables to the Dependent Variable DISC.

Being the focus point of this study, it is of high importance now to determine the factors that are most likely to be associated with discrimination against women.

The same steps that were followed in building a regression model equation for absenteeism are applied here to derive an equation that will study the variations in managers' beliefs concerning discrimination.

The resulting equation included five variables: OF3, chances of training; X4, years of employment; X2, organizational level; PC17, women are better in taking orders than men; and OF6, women's remuneration. A list of the variables, their Beta coefficients, T-Test and the Sig.T is presented below:
<table>
<thead>
<tr>
<th>Variable</th>
<th>Beta</th>
<th>T</th>
<th>Sig.T</th>
</tr>
</thead>
<tbody>
<tr>
<td>OF3</td>
<td>0.17160</td>
<td>1.917</td>
<td>0.0079</td>
</tr>
<tr>
<td>X4</td>
<td>-0.23276</td>
<td>-2.802</td>
<td>0.0059</td>
</tr>
<tr>
<td>X2</td>
<td>0.22203</td>
<td>2.745</td>
<td>0.0070</td>
</tr>
<tr>
<td>PC17</td>
<td>0.19880</td>
<td>2.646</td>
<td>0.0093</td>
</tr>
<tr>
<td>OF6</td>
<td>0.27058</td>
<td>2.270</td>
<td>0.0251</td>
</tr>
<tr>
<td>(Constant)</td>
<td>0.63618</td>
<td>1.095</td>
<td>0.2759</td>
</tr>
</tbody>
</table>

The resulting equation, therefore, is:

\[
\text{DISC} = 0.63618 + 0.17160\text{OF3} - 0.23276\text{X4} + 0.22203\text{X2} + 0.19880\text{PC17} + 0.27058\text{OF6}
\]

\[
(0.2759) \quad (0.0079) \quad (0.0059) \quad (0.0070)
\]

\[
R^2 = 0.25011 \approx 25\%
\]

\[
F = 7.73788 \quad \text{Sig.F.} = 0.0000
\]

The equation is significant. \(F = 7.73788\), and by comparing the Significance F-value = 0.0000 to the level of significance, P-value = 0.05, it would be concluded that there is a relationship between DISC and the five variables included in the equation. Moreover, \(R^2 = 0.25011\). This means that about 25% of the variations in managers' beliefs regarding discrimination could be determined by the five variables. These results show that the regression model is a significant one. Moreover, the significance of the correlation coefficients is also proved since the values of the
Sig.T for the three independent variables is < the level of significance (Alpha) = 0.05.

Interpretation of the Equation.

OF3 has a positive correlation coefficient indicating a direct and a significant relationship with DISC. This is expected since if a manager has a positive attitude towards providing women with equal chances of training as men, the more he will be expected to have a stronger belief that there is no discrimination against women in recruiting them to high management level positions.

Concerning X4, years of employment, it was found that it has a negative correlation coefficient with discrimination. This means that the higher the number of years spent in the organization by the manager, the more he will be against the statement that there is no discrimination against women for high management positions. This could be attributed to the possibility that he will better know what is really taking place in the organization regarding dealing with women employees and the possibility of promoting them to higher management level positions.

Non surprisingly, the organizational level, has a positive correlation coefficient with the variable discrimination. The higher the level of the manager in the organization, the more he will say or claim that there is no discrimination against women thus reflecting a good image about the organization.

As to PC17, women's compliance, the result came to conform with the way most managers try to explain things. The more women
are perceived to be compliant and better in taking orders, the more managers will tend to say that there is no discrimination against them, attributing the fact that women are incapable of holding high management level positions to their nature rather than to discrimination against them.

Finally, OF6, women's remuneration, was found to have a positive correlation with discrimination. This is natural since if managers believe that there is no discrimination against women in remunerating them as men, the more their belief would be that there is no discrimination against women in recruiting them to high management positions.

To conclude, the promotional progress of women was found to be negatively correlated to:

- Family Responsibilities (FR11): 53.3%.
- Women's Personal Characteristics (FR12): 54.9%.
- Women's Relationship with her colleagues and supervisors: 46.7%.

What was mentioned in this chapter was a list and an analysis of the findings reached pertinent to the concept of discrimination against women in Lebanese organizations and the various factors related to it.
CHAPTER V
CONCLUSION AND RECOMMENDATIONS

In organizations operating in Lebanon, women's career path is affected by the following factors: organizational factors, personal characteristics, Male-Female relationships, and family responsibilities. Reflecting managers' attitudes and perception concept concerning such factors, the results of this research provided an insight about the various aspects related to them.

The organizational factors were measured along three major dimensions: absenteeism, turnover, and stress overcoming. Concerning absenteeism, 56.6% of total responding managers reported a higher female absence. 54.3% of the strategic and 69% of the middle managers contributed to such belief. A relation close to significance but not significant was reached while studying the effect of gender upon the belief concerning absenteeism of women as compared to that of men. 39.2% of the female respondents as compared to 61.7% of the male respondents believe that women's absenteeism is higher than that of men.

The examination of Zero order correlation showed that absenteeism is positively correlated with turnover. Managers believe that if a woman has a high tendency to leave the job, then the absenteeism rate would increase. Moreover, a positive relation was found between the flex-time factor and absenteeism. The higher the need of women for flex-time, the higher the tendency to
absent themselves from work, if they were not given this flex-time. This was attributed to the family responsibilities women have, specially child rearing. Furthermore, a positive relation between sickness and absenteeism was realized. Since women are more vulnerable to sickness, their rate of absenteeism is higher than that of men. 71.3% of managers agreed that women's absenteeism is highly related to sickness. As for job satisfaction and absenteeism, the correlation between the two variables is a negative one. However, it was found out that only 20.5% of responding managers reported that absenteeism is related to low level of job satisfaction. Finally, a strong and positive correlation was found between the level of absenteeism of women and the two variables: break in the organizational attachment due to maternity leave and the break of maternity leave by the organization. The maternity leave might decrease her job involvement since she might not be able to adopt easily to changes. This is in turn will lead to less commitment, less interest and thus higher absenteeism. As for the second factor, if the organization itself breaks the leave, women will be less committed since the company did not provide her with what is necessary for her; therefore, she, as a response, will absent herself more.

Coming to turnover, 47.5% of the managers believe that the turnover of women is greater than that of men, 18% believe that it is the same and 34.4% that it is lower. A significant difference in managers' opinion concerning women's turnover, was realized along the managers' educational level. Of those who have low level of education, 70% considered that women have a higher turnover than men. As for those who have a College degree, 49% of them
considered that women have a higher turnover, while 35% of them said that she had a lower rate of turnover. Concerning those with high level of education, 42.4% considered women to have a higher turnover, 23.7% the same, and 33.8% a lower turnover than men.

Furthermore, the examination of a Zero order correlation showed that turnover is positively related to absenteeism; women showing higher rate of absenteeism will be unable to know what is really going on in their work, so they will be viewed as less competent, and consequently, expected to leave the job, either by their own will or through managers. Moreover, a positive relation was found between flex-time, family responsibilities and turnover. The larger the family responsibilities, the more difficulties women will face in compromising between the two responsibilities, so, if she is not provided with the needed flex-time, women will be expected to quit their jobs. A significant correlation exists between managers' belief concerning women's ability to adapt to changes and women's turnover; the lower her ability to adapt to changes, the more she will be demotivated, and consequently, the higher is the belief that she will quit the job. Finally, and like the case of absenteeism mentioned previously, if the company breaks the maternity leave, this might increase her tendency to leave the job.

Concerning women's ability to overcome stress, 39.3% of the managers reported that women have a high ability to overcome stress, 11.5% reported it being the same, while 49.2% reported a lower ability to overcome stress than men. However, there was a significant difference concerning the belief of overcoming stress between opposite genders. 64.3% of female respondents reported a
higher ability of women to overcome stress as compared to 31.9% of the opposite gender. Another significant relation exists between the number of years a manager spends in the organization and his belief concerning women's ability to overcome stress. As a manager spends more and more years in the organization, he/she will be more capable of identifying the abilities of various employees, and consequently, his/her belief concerning the lower ability of women to overcome stress will be confirmed.

Furthermore, the following personal characteristics: women's ability to improve quality of work, capability of adjusting to changes, reliability, ability to compete and being authoritative are all positively correlated to women's ability to overcome stress. If a woman employee possesses these personal traits, the more rational she is in solving problems and dealing with irregular situations, the more she will be able to do advanced types of tasks, and consequently, new opportunities will be open in her career path, thus all acting as stress removers.

However, a negative relation exists between women's ability to overcome stress and being meticulous. The more time a woman spend searching for details, the more pressure and time constraints she will face. Eventually, this will decrease her ability to overcome stress.

Moreover results showed that the way males and females relate to each other, and their perception concept regarding the opposite gender, affects women in their organizational progress. When managers were asked about how they perceived women employees 0.8% of the respondents perceived a woman employee
as a seductress, 1.6% as a helpless maiden, 4.9% as a mother or a daughter, and 92.6% as a person who has a business related knowledge and competence. Moreover, additional information revealed interesting and encouraging results. Most managers said that women's competency is the same and sometimes higher than her male colleague. 27.8% of the respondents believe that women's competence level is higher than that of men, 44.3% believe that it is the same and only 27.9% said that it is lower.

These two responses showed that managers, in general, do not discriminate against women. However, when they were asked whether women with the same educational level and required skills as men will have lower access to higher managerial positions, results were astonishing. 23% disagreed with this statement, 9% reported their uncertainty, and most importantly, 68.1% agreed with this view. This could make us reach the conclusion that there is discrimination against women, but most, if not all, managers do not admit such factor. A woman could be competent and have a high educational level, but there are certain factors stereotype managers believe in, such as higher absenteeism rate, and higher rate of turnover, thus negatively affecting her promotional progress. Furthermore, a positive correlation exists between women's competence and the discrimination factor. If a woman is perceived as competent, managers will be hesitant to recruit her to higher management positions. This could be attributed to two main reasons: the first reason is that women might cause a threat to the manager him/herself and to the position he/she is in. As for the second reason, it could be related to the oriental mentality where
managers do not want to be supervised by women, and this was already proved in Chapter IV. 64.8% of the respondents do not want to be supervised by women, compared to 27% who did not object being supervised by women. A further interesting finding is that the more competent a woman is, the higher she needs an external influence for being recruited to higher positions. Moreover, it was found out that competent women do not experience high level of job satisfaction because they are positioned in jobs that are not up to their expectations.

**Limitations of the Study:**

There are three major limitations in this study. First, taking into consideration the nature of the research topic, the sample that could be dealt with for data gathering and analysis was relatively a small one. A large number of questionnaires were not returned causing a lack of variability among various managers' opinions and beliefs concerning the concept of discrimination against women.

Second, there is a limitation in the nature of the sample itself. The issue is related to women's discrimination, and the sample included 77% male managers mostly at the strategic level and only 23% female managers mostly at the middle and lower levels. This could not allow for comparison between both sexes regarding their opinions about the various factors related to discrimination.

The last limitation could be attributed to the fact that some questions concerning beliefs about the inexistence of discrimination against women were believed to be answered positively just for the
image of the managers or the organization in general, since discrimination does not reflect a good image about the organization and its managers.

**Recommendations:**

- Providing more training for women managers to add to their competence level and managerial skills.
- Developing corporate wide strategies that would take into consideration women employee suggestions and input concerning what is needed by them in order to achieve better productivity and efficiency in work.
- Developing motivational programs and facilities (such as flex-time or maternity leave followed by a refreshing program that would enhance rapid adaptation to what took place during the leave) that would add to women's motivation and commitment to work, thus reducing their stress, absenteeism, and turnover rate.
- Directing and motivating managers to show responsiveness towards women employee concerns and to provide them with a prompt and efficient solution to their complaints.

Finally, further research is recommended that will take into consideration the previously mentioned limitations and that will investigate factors that are most likely to be associated with managers' beliefs about discrimination against women. Also, other factors should be investigated that are most likely to be associated with enhancing women's productivity at work and with enhancing
her image as a potential manager that could contribute to great organizational end results and achievements.
APPENDIX A
Factors Affecting Lebanese Women in Their Promotional Progress

Dear respondent,

This questionnaire is being designed to assess the factors affecting the promotional progress of Lebanese women in management positions. Your opinion is of high importance to this study. Your responses will be treated with complete confidentiality and will be discarded after data analysis is completed.

Your time and effort are highly appreciated. Thank you for your cooperation; it is highly needed for this study.

Yours Sincerely,

Michael Khoury
Student, Master Program
Business Management
School of Business
Lebanese American University
Formerly,
Beirut University College
PART I

DEMOGRAPHIC AND PERSONAL DATA

This part of the survey is concerned with your background and work experience. This information will help identify trends in the data for different groups of managers. Please remember that your responses are completely confidential.

1- What is your functional area?
   --- 4. Sales  --- 8. Manufacturing/Production

2- What is your level in the organization hierarchy?
   --- 1. Professional Staff  --- 4. Strategic Management (Executive)
   --- 2. First Level Supervisor  --- 5. Other (Specify)  ---
   --- 3. Middle Management (Department head)

3- What is your Primary organization's business? (Please check one)
   --- 2. Educational  --- 6. Health Care  --- 9. Financial Services (e.g. Banks)
   --- 4. General Services

4- For how many years have you been employed in this organization?
   ---------------------------- (to nearest year)

5- Number of subordinates reporting to you  --------------

6- What is the highest level of education you have completed?
   --- 1. Some high school or less  --- 4. Bachelor's degree
   --- 2. High school  --- 5. Some graduate or professional study
   --- 3. Some college  --- 6. Graduate or professional degree

7- Age: -------

8- Gender :  --- 1. Male  --- 2. Female

9- Nationality : ------------------

10- Religion: ------------------
PART II

This part measures the organizational factors that effect women in their Promotional progress. You are kindly required to circle the answer that most reflects your opinion.

1 = Much Higher
2 = Somewhat Higher
3 = Same
4 = Somewhat lower
5 = Much Lower

COMPARED TO MAN:
1- Women's absenteeism is: 1 2 3 4 5
2- Women's turnover (leaving the job) is: 1 2 3 4 5
3- Women's chances of training is: 1 2 3 4 5
4- If the flex-time schedule is applied, women's need of flex-time is: 1 2 3 4 5
5- Women's ability to overcome stress is: 1 2 3 4 5
6- Women's remuneration (salary) as compared to man in:
   - High management level 1 2 3 4 5
   - Middle management level 1 2 3 4 5
   - Low management level 1 2 3 4 5

7- Absenteism of Married women as compared to Single women is: 1 2 3 4 5

***

Kindly circle the answer that most reflects your opinion.

1 = Strongly Agree
2 = Agree
3 = Uncertain
4 = Disagree
5 = Strongly Disagree

8- There is no discrimination against women in recruiting them to:
   - High management level 1 2 3 4 5
   - Middle management level 1 2 3 4 5
   - Low management level 1 2 3 4 5

9- Low remuneration (salary) demotivates women 1 2 3 4 5
10- Women with the same educational level as men have lower access to higher management positions:  
11- External influence (WASTA) positively affect women in their promotional progress  
12- Religious affiliation affects women in their promotional progress

Women absenteeism is related to:
13- Sickness  
14- Child care responsibilities  
15- Low level of job satisfaction  
16- Looking after sick relatives such as parents, aunts, etc...

Women turnover is related to:
17- Obtaining a better job  
18- Family responsibilities  
19- Low level of job satisfaction  
20- Getting married

PART III

This part measures the effect of male-female relationships on women's promotional progress. In the following questions, kindly circle the answer that best reflects your opinion.

1- Responding to sexual moves might positively affect her promotional progress  
2- Sexual harassment reduces women's ability to compete  
3- Sexual harassment reduces women's work performance  
4- As a manager you are overly concerned about preventing intimacy from developing with the opposite gender

1 = Strongly Agree  
2 = Agree  
3 = Uncertain  
4 = Disagree  
5 = Strongly Disagree
1 = Strongly Agree
2 = Agree
3 = Uncertain
4 = Disagree
5 = Strongly Disagree

5- In your opinion, a normal business relation with the opposite gender might develop into a sexual affair 1 2 3 4 5
6- If a female joins a male group, this would make men feel confused about how they should act, and about what language and subjects are appropriate or inappropriate 1 2 3 4 5
7- To lose to a female is more embarrassing to a male's image than to lose to another male 1 2 3 4 5
8- Inviting the opposite gender business associate to a dinner outside the business setting is not a good idea 1 2 3 4 5
9- Men do not want to be supervised by women 1 2 3 4 5
10- Approving comments from the female are welcomed, while highly perceptive comments produce resentments 1 2 3 4 5

***

In questions 11 and 12, kindly circle the answer that reflects your opinion.

11- In your opinion, how does a Lebanese woman face sexual harassment
   a- Withdrawal (Quitting the job)
   b- Ask to be transferred
   c- Responding positively to sexual harassment
   d- Fighting against sexual harassment
   e- Staying and doing nothing to sexual harassment

12- To you, a woman employee is perceived as:
   a- A mother
   b- Helpless maiden
   c- A seductress
   d- A daughter
   e- A person who has a business related knowledge and competence
PART IV

This part measures the effect of women's personal characteristics on their promotional progress. Kindly circle the answer that most reflects your opinion.

1 = Much Better
2 = Somewhat Better
3 = Same
4 = Somewhat lower
5 = Much Lower

COMPARSED TO MAN:
1- Woman's ability to be a leader is: 1 2 3 4 5
2- Woman's analytical capacity and vision to improve quality of work is: 1 2 3 4 5
3- Woman's ability to take initiatives without crossing limits is: 1 2 3 4 5
4- Woman's ability to adjust to changes without affecting quality of work is: 1 2 3 4 5
5- Woman's ability to be reliable is: 1 2 3 4 5
6- Woman's ability to take job responsibilities is: 1 2 3 4 5
7- Woman's ability to plan alternative ways to achieve objectives is: 1 2 3 4 5
8- Woman's ability to control and to take the necessary corrective measures is: 1 2 3 4 5
9- Good judgment is based on analysis of facts and available data. Compared to man, woman's ability of judgment is: 1 2 3 4 5

You are kindly required to circle the number that most reflects your opinion.

1 = Much Higher
2 = Somewhat Higher
3 = Same
4 = Somewhat lower
5 = Much Lower

COMPARSED TO MAN:
10- Woman's commitment towards her job is: 1 2 3 4 5
11- Woman's ability to compete is: 1 2 3 4 5
12- Woman's ability to be authoritative is: 1 2 3 4 5
13- Woman's motivation towards her job is: 1 2 3 4 5
14- Single woman's commitment to her job as compared to a married woman is: 1 2 3 4 5
In the following questions, kindly circle the answer that best reflects your opinion.

1 = Strongly Agree
2 = Agree
3 = Uncertain
4 = Disagree
5 = Strongly Disagree

15- Women are meticulous, and pay so much attention to details
16- Women detects problems at earlier stage, because they feel with people and catch up with atmosphere
17- Women are better in taking orders than men
18- Women who insist lack charm or grace
19- A MARRIED woman does not want out of town jobs
20- A SINGLE woman does not want out of town jobs
21- For a SINGLE woman, the older, the more she is committed to her job
22- For a MARRIED woman, the older, the more she is committed to her job
23- Concerning women, being authoritative is unfeminine

Woman's incommitment to her job could be related to:

24- Family responsibilities
25- Low remuneration and low fringe benefits
26- Promises held to her by the organization are empty
27- Age
28- No recruitment plans done by employer to satisfy the life cycle of woman
29- Woman's own assumption is "Work is a transitional period until I get married"

If a woman fails as a leader, this could be related to:

30- Being emotional
31- Not taken seriously by subordinates
32- Does not inspire confidence in subordinates
33- Does not motivate subordinates
34- Discourages subordinates from establishing a trust relationship with them
PART V

This part measures the effect of family on women's job advancement. Kindly circle the answer that most reflects your opinion.

1 = Strongly Agree
2 = Agree
3 = Uncertain
4 = Disagree
5 = Strongly Disagree

1- Being away for Maternity leave represent a break in the organizational attachment 1 2 3 4 5
2- The organizational break of Maternity leave has a negative career impact 1 2 3 4 5
3- The decision of a woman to have children is a sign that she is quitting the job 1 2 3 4 5
4- When a woman has children, this means that she will not have the time to do the kind of work she used to do before having children 1 2 3 4 5
5- Family problems affect the work performance of a woman 1 2 3 4 5
6- The presence of children negatively affects women's career 1 2 3 4 5
7- Organizational programs such as child care programs increase work involvement of a woman 1 2 3 4 5
8- As a manager you are sensitive with her family responsibilities, so you do not ask her to do extra work 1 2 3 4 5
9- Women's ability decrease after Maternity 1 2 3 4 5
10- To a women marriage gives her more satisfaction than being in top management 1 2 3 4 5

The promotional progress of a women is negatively affected by:

11- Family responsibilities 1 2 3 4 5
12- Women's personal characteristics such as planning, reliability, control, etc... 1 2 3 4 5
13- Women's relationship with her colleagues and supervisors. 1 2 3 4 5

THANK YOU
APPENDIX B
## Part I

### Demographic and Personal Data

#### 1- Functional area (X1)

<table>
<thead>
<tr>
<th>Area</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting</td>
<td>1</td>
</tr>
<tr>
<td>Finance</td>
<td>2</td>
</tr>
<tr>
<td>Marketing</td>
<td>3</td>
</tr>
<tr>
<td>Sales</td>
<td>4</td>
</tr>
<tr>
<td>Personnel</td>
<td>5</td>
</tr>
<tr>
<td>Information System</td>
<td>6</td>
</tr>
<tr>
<td>Engineering</td>
<td>7</td>
</tr>
<tr>
<td>Manufacturing/Production</td>
<td>8</td>
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<tr>
<td>General Management</td>
<td>9</td>
</tr>
<tr>
<td>Research and Development</td>
<td>10</td>
</tr>
<tr>
<td>Other</td>
<td>11</td>
</tr>
</tbody>
</table>

#### 2- Level in the organization hierarchy (X2)

<table>
<thead>
<tr>
<th>Level</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional Staff</td>
<td>1</td>
</tr>
<tr>
<td>First level supervisor</td>
<td>2</td>
</tr>
<tr>
<td>Middle management</td>
<td>3</td>
</tr>
<tr>
<td>Strategic Management</td>
<td>4</td>
</tr>
<tr>
<td>Other</td>
<td>5</td>
</tr>
</tbody>
</table>

#### 3- Primary organization's business (X4)

<table>
<thead>
<tr>
<th>Business</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>1</td>
</tr>
<tr>
<td>Educational</td>
<td>2</td>
</tr>
<tr>
<td>Merchandising</td>
<td>3</td>
</tr>
<tr>
<td>General Services</td>
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</tr>
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<td>Public sector</td>
<td>5</td>
</tr>
<tr>
<td>Health</td>
<td>6</td>
</tr>
<tr>
<td>Insurance</td>
<td>7</td>
</tr>
<tr>
<td>Utility</td>
<td>8</td>
</tr>
<tr>
<td>Financial Services</td>
<td>9</td>
</tr>
</tbody>
</table>

#### 4- Years employed in this organization (X4)

<table>
<thead>
<tr>
<th>Years</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 2 years</td>
<td>1</td>
</tr>
<tr>
<td>2 to 5 years</td>
<td>2</td>
</tr>
<tr>
<td>6 to 10 years</td>
<td>3</td>
</tr>
<tr>
<td>11 to 20 years</td>
<td>4</td>
</tr>
<tr>
<td>21 years and above</td>
<td>5</td>
</tr>
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</table>
5-Number of subordinates reporting to the manager (X5)

<table>
<thead>
<tr>
<th>Category</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 3 employees</td>
<td>1</td>
</tr>
<tr>
<td>3 to 10 employees</td>
<td>2</td>
</tr>
<tr>
<td>11 to 20 employees</td>
<td>3</td>
</tr>
<tr>
<td>21 to 50 employees</td>
<td>4</td>
</tr>
<tr>
<td>51 and above</td>
<td>5</td>
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</tbody>
</table>

6-Level of education (X6)

<table>
<thead>
<tr>
<th>Category</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Some high school or less</td>
<td>1</td>
</tr>
<tr>
<td>High school</td>
<td>2</td>
</tr>
<tr>
<td>Some college</td>
<td>3</td>
</tr>
<tr>
<td>Bachelor's degree</td>
<td>4</td>
</tr>
<tr>
<td>Some Graduate Studies</td>
<td>5</td>
</tr>
<tr>
<td>Graduate Studies</td>
<td>6</td>
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</table>

7-Age (X7)

<table>
<thead>
<tr>
<th>Category</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Less or equal to 24 years</td>
<td>1</td>
</tr>
<tr>
<td>25 through 35 years</td>
<td>2</td>
</tr>
<tr>
<td>36 through 45 years</td>
<td>3</td>
</tr>
<tr>
<td>46 through 57 years</td>
<td>4</td>
</tr>
<tr>
<td>Greater or equal to 58 years</td>
<td>5</td>
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</table>

8-Gender (X8)

<table>
<thead>
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<tbody>
<tr>
<td>Male</td>
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<tr>
<td>Female</td>
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9-Nationality (X9)

<table>
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<tr>
<td>Lebanese</td>
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<tr>
<td>Others</td>
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</table>

10-Religion (X10)

<table>
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<th>Code</th>
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<tbody>
<tr>
<td>Christian</td>
<td>1</td>
</tr>
<tr>
<td>Moslem</td>
<td>2</td>
</tr>
<tr>
<td>Druze</td>
<td>3</td>
</tr>
<tr>
<td>Others</td>
<td>4</td>
</tr>
</tbody>
</table>
ORGANIZATIONAL FACTORS AFFECTING WOMEN IN THEIR PROMOTIONAL PROGRESS

1 = Much Higher
2 = Somewhat Higher
3 = Same
4 = Somewhat lower
5 = Much Lower

COMPARSED TO MAN:
1- Women's absenteism is: (OF1) 1-5
2- Women's turnover (leaving the job) is: (OF2) 1-5
3- Women's chances of training is: (OF3) 1-5
4- If the flex-time schedule is applied, women's need of flex-time is: (OF4) 1-5
5- Women's ability to overcome stress is: (OF5) 1-5
6- Women's remuneration as compared to man in: (OF6)
   - High management level (OF6A) 1-5
   - Middle management level (OF6B) 1-5
   - Low management level (OF6C) 1-5
7- Absenteism of Married women as compared to Single Women Is: (OF7) 1-5
   1 = Strongly Agree
   2 = Agree
   3 = Uncertain
   4 = Disagree
   5 = Strongly Disagree
8- There is no discrimination against women in recruiting them (OF8)
   - High management level (OF8A) 1-5
   - Middle management level (OF8B) 1-5
   - Low management level (OF8C) 1-5
9- Low remuneration demotivates women (OF9) 1-5
10- Women with the same educational level as men have lower access to higher management positions: (OF10) 1-5
11- External influence (WASTA) positively affect women in their promotional progress (OF11) 1-5
12- Religious affiliation affects women in their promotional progress (OF12) 1-5

Women absenteism is related to:
13-Sickness (OF13) 1-5
14-Child care responsibilities (OF14) 1-5
15-Low level of job satisfaction (OF15) 1-5
16-Looking after sick relatives such as parents, aunts, etc...(OF16) 1-5

Women turnover is related to:
17-Obtaining a better job (OF17) 1-5
18-Family responsibilities (OF18) 1-5
19-Low level of job satisfaction (OF19) 1-5
20-Getting married (OF20) 1-5

PART III

MALE-FEMALE RELATIONSHIPS

1 = Strongly Agree
2 = Agree
3 = Uncertain
4 = Disagree
5 = Strongly Disagree

1- Responding to sexual moves might positively affect her promotional progress (MF1) 1-5
2- Sexual harassment reduces women's ability ability to compete(MF2) 1-5
3- Sexual harassment reduces women's work performance(MF3) 1-5
4-You are concerned about preventing intimacy from developing with the opposite gender(MF4) 1-5
5- In your opinion, a normal business relation with the opposite gender develops into a sexual affair (MF5)  
6- If a female joins a male group, this would make men feel confused about how they should act, and about what language and subjects are appropriate or inappropriate (MF6)  
7- To lose to a female is more shattering to a male's image than to lose to another male (MF7)  
8- Inviting the opposite gender business associate to dinner outside the business setting is not a good idea (MF8)  
9- Men do not want to be supervised by women (MF9)  
10- Approving comments from the female are welcomed, while highly perceptive comments produce resentments (MF10)  
11- In your opinion, how does a Lebanese woman face sexual harassment (MF11)  
    a- Withdrawal (Quitting the job) (MF11A)  
    b- Ask to be transferred (MF11B)  
    c- Responding positively to sexual harassment (MF11C)  
    d- Fighting against sexual harassment (MF11D)  
    e- Staying and doing nothing to sexual harassment (MF11E)  
12- To you, a woman employee is perceived as: (MF12)  
    a- A mother (MF12A)  
    b- Helpless maiden (MF12B)  
    c- A seductress (MF12C)  
    d- A daughter (MF12D)  
    e- A person who has a business related knowledge and competence (MF12E)
WOMEN'S PERSONAL CHARACTERISTICS

1 = Much Better
2 = Somewhat Better
3 = Same
4 = Somewhat lower
5 = Much Lower

COMPARED TO MAN:
1- Woman's ability to be a leader is: (PC1) 1-5
2- Woman's analytical capacity and vision to improve quality of work work is: (PC2) 1-5
3- Woman's ability to take initiatives (PC3) 1-5
4- Woman's ability to adjust to changes without affecting quality of work is: (PC4) 1-5
5- Woman's ability to be reliable is: (PC5) 1-5
6- Woman's ability to take job responsibilities is: (PC6) 1-5
7- Woman's ability to plan alternative ways to achieve objective is: (PC7) 1-5
8- Woman's ability to control and to take the necessary corrective measures is: (PC8) 1-5
9- Good judgment is based on analysis of facts and available data Compared to man, women ability of judgement is:(PC9) 1-5

1 = Much Higher
2 = Somewhat Higher
3 = Same
4 = Somewhat lower
5 = Much Lower

COMPARED TO MAN:
10- Woman's commitment towards her job is: (PC10) 1-5
11- Woman's ability to compete is: (PC11) 1-5
12- Woman's ability to be authoritative is: (PC12) 1-5
13- Woman's motivation towards her job is: (PC13) 1-5
14- Single women's commitment to her job as compared to a married women is:(PC14) 1-5
15- Women are meticulous, and pay so much attention to details (PC15)  1.5
16- Women detect problems at earlier stage, because they feel with people and catch up with atmosphere (PC16)  1.5
17- Women are better in taking orders than men (PC17)  1.5
18- Women who insist lack charm or grace (PC18)  1.5
19- A MARRIED woman does not want out of town jobs (PC19)  1.5
20- A SINGLE woman does not want out of town jobs (PC20)  1.5
21- For a SINGLE woman, the older, the more she is committed to her job (PC21)  1.5
22- For a MARRIED woman, the older, the more she is committed to her job (PC22)  1.5
23- Concerning women, being authoritative is unfeminine (PC23)  
   Woman's incommitment to her job could be related to:
24- Family responsibilities (PC24)  1.5
25- Low remuneration and low fringe benefits (PC25)  1.5
26- Promises by the organization are empty (PC26)  1.5
27- Age (PC27)  1.5
28- No recruitment plans done by employer to satisfy the life cycle of women (PC28)  1.5
29- Women's own assumption is "Work is a transitional period until I get married" (PC29)  1.5
If a woman fails as a leader, this could be related to:

- 1 = Strongly Agree
- 2 = Agree
- 3 = Uncertain
- 4 = Disagree
- 5 = Strongly Disagree

30-Behing emotional(PC30) 1-5
31-Not taken seriously by subordinates(PC31) 1-5
32-Does not inspire confidence in subordinates(PC32) 1-5
33-Does not motivate subordinates(PC33) 1-5
34-Discourages subordinates from establishing a trust relationship with them(PC34) 1-5

PART V

FAMILY EFFECT ON WOMEN'S CAREER

- 1 = Strongly Agree
- 2 = Agree
- 3 = Uncertain
- 4 = Disagree
- 5 = Strongly Disagree

1- Being away for Maternity leave represent a break in the organizational attachment(FR1) 1-5
2- The organizational break of Maternity leave has a negative career impact(FR2) 1-5
3- The decision of a woman to have children is a sign that she is quitting the job(FR3) 1-5
4- When a woman has children, this means that she will not have the time to do the kind of work she used to do before having children(FR4) 1-5
5- Family problems affect the work performance of a woman (FR5) 1-5
6- The presence of children negatively affects women's career (FR6) 1-5
7- Organizational programs such as child care programs increase work involvement of a woman(FR7) 1-5
8- You are sensitive with her family responsibilities, so you do not ask her to do extra work(FR8) 1-5
9- Women's ability decrease after Maternity (FR9)  
10- To a women marriage gives her more satisfaction than being in top management (FR10)

The promotional progress of a women is negatively affected by

11-Family responsibilities (FR11)  
12-Women's personal characteristics such as planning, reliability, control, etc... (FR12)  
13-Women's relationship with her collegues and supervisors (FR13)

PART VI

Family Responsibility (Fr)
Fr = (Fr1+Fr2+Fr3+Fr4+Fr5+Fr6+Fr7+Fr8)/8

Personal Characteristics(Pc1)
Pc1= (Pc1+Pc2+Pc3+Pc4+Pc5+Pc6+Pc7+Pc8+Pc9)/9

Personal Characteristics(Pc2)
Pc2=(Pc10+Pc11+Pc12+pc13)/4

Discrimination(DISC)
DISC=(Of8a+Of8b+Of8c)/3

Leadership(LDRSHP)
LDRSHP=(Pc1+Pc3+Pc4+Pc7+Pc8+Pc12+Pc15)/7

Analytical Ability(ANLTAB)
ANLTAB=(Pc2+Pc7+Pc9)/3

Commitment(COMMIT)
COMMIT=(Pc6+Pc10+Pc13+Fr7+Fr10)/5
Competition (COMPT)
COMPT = \frac{Pc11 + Pc15 + Pc9}{3}

Competence (COMP)
COMP = \frac{Pc17 + Pc18}{2}

Demography (DEMOGR1)
DEMOGR1 = \frac{Pc19 + Pc21 + Pc23}{3}

Demography (DEMOGR2)
DEMOGR2 = \frac{Pc20 + Pc22 + Pc23}{3}

Of6 = \frac{Of6a + Of6b + Of6c}{3}

Of8 = \frac{Of8a + Of8b + Of8c}{3}
APPENDIX C
ORGANIZATIONAL FACTORS

A - Absenteeism

B - Turnover

C - Woman's Ability to Overcome Stress
Absenteeism of Woman as Compared to Man

15.6%
41.0%
31.1%
7.4%
4.9%
Causes of Absenteeism

- 71.3%
- 79.5%
- 20.5%
- 29.5%

Low Pay and Job Satisfactory
# Factors Related to Absenteeism

<table>
<thead>
<tr>
<th>Factor</th>
<th>Coefficient</th>
<th>Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover (OF2)</td>
<td>+0.3903</td>
<td>**</td>
</tr>
<tr>
<td>Need of Flextime</td>
<td>+0.3336</td>
<td>**</td>
</tr>
<tr>
<td>Married Women (OF7)</td>
<td>+0.2958</td>
<td>**</td>
</tr>
<tr>
<td>Sickness (OF13)</td>
<td>+0.2365</td>
<td>*</td>
</tr>
<tr>
<td>Child Care Resp.</td>
<td>+0.1915</td>
<td></td>
</tr>
<tr>
<td>Level of Job Satisf.</td>
<td>-0.0950</td>
<td></td>
</tr>
<tr>
<td>Commitment</td>
<td>-0.0698</td>
<td></td>
</tr>
<tr>
<td>Motivation</td>
<td>-0.1507</td>
<td></td>
</tr>
<tr>
<td>Maternity -&gt; B. Attach. (FR1)</td>
<td>+0.3769</td>
<td>**</td>
</tr>
<tr>
<td>Break of the Maternity</td>
<td>+0.3584</td>
<td>**</td>
</tr>
<tr>
<td>Family Responsibility</td>
<td>+0.2723</td>
<td>*</td>
</tr>
</tbody>
</table>

* $p \leq 0.01$; ** $p \leq 0.001$.

## Regression Equation

\[
OF1 = +1.76345 + 0.24767 \text{OF2} + 0.30044 \text{FR1} + 0.21249 \text{OF7} + 0.19508 \text{OF13}
\]

<table>
<thead>
<tr>
<th>Coefficient</th>
<th>Significance</th>
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<tbody>
<tr>
<td>(0.0000)</td>
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<tr>
<td>(0.0005)</td>
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<td>(0.0001)</td>
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<tr>
<td>(0.0055)</td>
<td></td>
</tr>
<tr>
<td>(0.0257)</td>
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</table>

\[R^2 = 0.3335 = 33.4\%\]

\[F = 14.63883\]

Signif. $F = 0.0000$. 
Rate of Turnover as Compared to Man

8.2 %
39.3 %
18.0 %
26.2 %
8.2 %
Causes of Turnover

- 68.0%
- 67.2%
- 68.9%
- 39.3%

Low level of job satisfaction
Factors Related to Turnover

<table>
<thead>
<tr>
<th>Factor</th>
<th>Value</th>
</tr>
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<tbody>
<tr>
<td>Absenteeism (OF1)</td>
<td>+0.3903 **</td>
</tr>
<tr>
<td>Flextime (OF4)</td>
<td>+0.4182 **</td>
</tr>
<tr>
<td>Family Responsibility (OF18)</td>
<td>+0.2620 *</td>
</tr>
<tr>
<td>Ability to Adj. to Changes (PC4)</td>
<td>-0.2402 *</td>
</tr>
<tr>
<td>Break of the Maternity Leave</td>
<td>+0.2732 *</td>
</tr>
<tr>
<td>Commitment</td>
<td>-0.1629</td>
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</tbody>
</table>

* p < = 0.01 ; ** p < = 0.001.
Ability to Overcome Stress as Compared to Man

15.6%
23.8%
11.5%
36.1%
13.1%
Factors Related to Overcoming Stress

<table>
<thead>
<tr>
<th>Factor</th>
<th>Correlation Coefficient</th>
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<tbody>
<tr>
<td>Years of Employment (X4)</td>
<td>-0.2235 *</td>
</tr>
<tr>
<td>Analytical Capacity (PC2)</td>
<td>+0.2495 *</td>
</tr>
<tr>
<td>Ability to Adj. to changes (PC4)</td>
<td>+0.2542 *</td>
</tr>
<tr>
<td>Ability to Be Reliable (PC5)</td>
<td>+0.2712 *</td>
</tr>
<tr>
<td>Ability to Compete (PC11)</td>
<td>+0.3100 **</td>
</tr>
<tr>
<td>Ability to Be Authoritative (PC12)</td>
<td>+0.2299 *</td>
</tr>
<tr>
<td>Being Miticulous (PC15)</td>
<td>-0.2390 *</td>
</tr>
</tbody>
</table>

* $p \leq 0.01$ ; ** $p \leq 0.001$. 
Male - Female Relationship

Managers’ Perception About Women Employees

- Seductress: 0.8%
- Helpless Maiden: 1.6%
- Mother or Daughter: 4.9%
- A Competent Person: 92.6%
Personal Characteristics

Factors Contributing to the Success of the Woman’s Managerial Function

<table>
<thead>
<tr>
<th></th>
<th>Higher</th>
<th>Same</th>
<th>Lower</th>
</tr>
</thead>
<tbody>
<tr>
<td>Woman’s Commitment (PC10)</td>
<td>43.4%</td>
<td>43.4%</td>
<td>13.1%</td>
</tr>
<tr>
<td>Woman’s Ability to Compete (PC11)</td>
<td>27.9%</td>
<td>44.3%</td>
<td>27.9%</td>
</tr>
<tr>
<td>Woman’s Ability to Be Authoritarian (PC12)</td>
<td>23.0%</td>
<td>36.9%</td>
<td>40.1%</td>
</tr>
<tr>
<td>Woman’s Motivation Towards her Job (PC13)</td>
<td>36.1%</td>
<td>49.2%</td>
<td>14.7%</td>
</tr>
</tbody>
</table>
## Factors Assessing Discrimination

<table>
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<tr>
<th></th>
<th>Better</th>
<th>Same</th>
<th>Lower</th>
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</thead>
<tbody>
<tr>
<td>A- Chances of Training</td>
<td>18.9%</td>
<td>55.7%</td>
<td>25.4%</td>
</tr>
<tr>
<td>B- Remuneration</td>
<td>5.7%</td>
<td>47.5%</td>
<td>46.7%</td>
</tr>
<tr>
<td>C- Promotion</td>
<td>23.0%</td>
<td>9.0%</td>
<td>68.1%</td>
</tr>
<tr>
<td>D- External Influence</td>
<td>43.4%</td>
<td>27.9%</td>
<td>28.7%</td>
</tr>
<tr>
<td>E- Supervision by Woman</td>
<td>27.0%</td>
<td>8.2%</td>
<td>64.8%</td>
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</table>

### Agree Uncertain Disagree

<table>
<thead>
<tr>
<th></th>
<th>Agree</th>
<th>Uncertain</th>
<th>Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>*- No Discrimination in Recruiting</td>
<td>32.8%</td>
<td>40.2%</td>
<td>27.1%</td>
</tr>
</tbody>
</table>
Regression Equation

Discrimination

\[ \text{DISC} = + 0.63618 + 0.17160 \text{OF}3 - 0.23276 \times 4 \]
\[ (0.2759) \quad (0.0079) \quad (0.0059) \]

\[ + 0.22203 \times 2 + 0.19880 \text{ PC17} + 0.27058 \text{ OF6} \]
\[ (0.0070) \quad (0.0093) \quad (0.0251) \]

\[ R^2 = 0.25011 = 25 \% \]
\[ F = 7.73788 \]
Signif. \( F = 0.0000. \)
BIBLIOGRAPHY


