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Career Success of Women Manager
in Lebanon

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Abstract

Life for Lebanese women has become one of the most rapidly changing elements in Lebanese society. Women in the Lebanese region can no longer be described as scared, inferior, domestic women who hardly leave their houses. This advancement of women in the workforce in this region can be attributed to factors including women attaining higher education and a greater demand in the job market. This research project measures female manager evaluation on the barriers they face or perceive under organizational culture, organizational practices, organizational networks and interpersonal relationships, mentoring, tokenism, and usage of *wasta* in organization.

In addition, it assesses their views on the role of family and other sources of support in their ability to manage their double role. In addition, the research demonstrates how the Lebanese managers female have high levels of subjective career success. The results showed that the Lebanese female manager in different managerial levels has a highly satisfied and success levels mainly attributed to their satisfaction with the subjective aspects of their careers. Therefore, Lebanese women managers were satisfied with their overall job, the progress they made to meet their career goals, and goals for advancement.

Chapter One

Introduction

1.1 Introduction

Studying female managers in Lebanon is considered interesting because this country accommodates strong religious and cultural norms with modern values that affect women's career success, since Lebanon is considered as the most modern Arab nation in terms of freedom and autonomy that women enjoy. Even though, Lebanon is perceived as a western country among the Arabic and Islamic countries yet female managers face difficulties in their career progression (Jamali *et al.*, 2005; Neal *et al.*, 2005).

Researches about female managers have indicated that their status and stand have improved considerably; Women leadership style is certainly not to be less effective. Women and men leaders do not have different styles but they may have different leadership behaviors due to organizational differences. For instance, women and men managers differ among themselves but they are similar on interpersonal and task orientation. Jon Aarum Andersen and Per H. Hansson (2011) explained this similarity by highlighting two main theoretical traditions which are: the public-private distinction and the theories of person-organization fit. Moreover, they argued that men and women leaders do not differ because they have same principles and conceptions to accomplish their tasks and guide the organizations to achieve their desired objectives.

However, researchers also found that women in managerial positions across different professions continue to face different organizational barriers that affect their career progression and advancement. Studies identified the organizational structural, social and cultural barriers which will help to better understand the underestimation of women at senior level. Career progress of women in management is defined in terms of their advancement in the managerial hierarchy, or by their perceptions to career success and career satisfaction (Powell and Graves, 2003).

Studies have found several discriminatory gender-specific practices conducted by organizations and considered as barriers for women advancement in career such as the anti-female work nature or culture inside organizations, institutional discrimination which can be practiced by giving women a limited access to networking processes, no mentoring, and limited training and development opportunities (Adebowale, 1994). According to Al-Lamki (1999), Organizations in Arab countries and across Lebanon lack of training, development opportunities, performance appraisals, low salaries, and are against women progression in culture. This is why the organizational barriers are considered to be challenging for Lebanese women career progress, advancement, and success.

1.2 Research Problem

Although the enrolment of great number women in different field of business, yet they are not engaged in large number in the managerial positions (Omar and Davidson, 2001). This situation originates negative perceptions and attitudes towards women's participation, contribution, commitment and capabilities from their male counterparts.

Is woman in managerial positions in variety of professions face number of barriers within the organizations that affect her career progression? These barriers prevent Lebanese women from ascending to senior management positions in large corporations. This research will classify the organization barriers into organizational culture, organizational practices, organizational networks, mentoring and role modeling, tokenism, and the usage of wasta. In addition, the research seeks to explore how working female in Lebanon faces many problems and barriers due to her different responsibility at home and at work. Therefore, the research problem is to explore the barriers of career success of Lebanese female manager.

1.3 Research Objectives

The purpose of this research is to explore the career success and advancement of Lebanese female managers in different industries. In additional, this research will identify the barriers and constrains facing female manager.

On the other hand, the research will focus on the perspective of female managers at all levels of management within the organization, which will assist in trying to understand the experiences of female managers who have to report to male bosses in a culture that upholds the superiority of men over women.

In addition, the research attempts to examine the level of satisfaction of women manager with the subjective aspects of their careers. Therefore, the research explores the level subjective (the level of satisfaction with career advancement and promotions) careers success the Lebanese female participants.

1.4 Research Importance

The importance of this research is to examine the Lebanese women manager in workplace. Also explores subjective (defined by the level of satisfaction with salaries, career progress, and promotions) career success of the Lebanese participants. Moreover; this research explores the organizational barriers that the Lebanese women manager is facing and understand the perception of the Lebanese women to their career success. The study will attempt to detect the many socio-cultural and organizational barriers that limit women's advancement in this region.

Chapter Two

Literature Review

2.1 Introduction

Through-out history, women in human communities has been ignored in different ways and means; one common type found among the countries of the world, developed or developing, eastern or western, is the sexual discrimination (Ledwith and Manfred, 2000), and compared to men, women who achieved senior management positions are few and they face a number of challenges and barriers that hinder them from attaining these key positions, this is why some researches were conducted to identify these obstacles of women manager in order to provide great help for these undervalued women to obtain operational techniques to engage them in top management positions.

Developments that led to the participation of women in the workforce, their general status and working conditions will be discussed in this research. It includes factors such as women's education, participation in the workforce, socio-economic realities, occupational availabilities, and aspirations. Moreover, women managers have cooperative, empowering style and focus on nurturing team members as well as women have common traits with men like: responsibility, task accomplishment, organizations' objectives achievement, ability to solve problems, courage, ethics, humor, decision making, self-confidence and awareness, effective communication, vision, passion, experience and power by Cheryl de la Rey (2005). These factors and motivators will enable women to break through the male dominated occupations and rise in their managerial positions to reach top executive positions. The research will attribute the organizational barriers to constraining societal and cultural practices (Benson and Yukongdi, 2006), discriminatory gender-specific factors (Parker and Fagenson, 1994), the anti-female nature of organizations (Weir, 2003), and institutional discrimination such as limited access to networking processes, lack of mentoring, and limited training and development opportunities (Adebowale, 1994). Thus, concerns about organizational barriers in management development remain challenging and deserving of additional research.

2.2 Overview of Lebanese Women in Management

Lebanon is among the Arab countries that have allowed women to assume functions and responsibilities outside the traditional mother-home roles. This is due to several reasons, many of which are peculiar to Lebanon (Sidani, 2002). Women currently constitute 40 percent of the world's workforce (International Labour Organization, 2002) and have been entering the ranks of

management in several industries such as education and health services in increasing numbers for the last two decades (Omar and Davidson, 2001). However, in comparison to men, women have not risen to top organizational levels.

The growing interest in the study of women in management has been triggered by the increasing role that women have taken. In line with the increasing role that women play in the economy, more women globally are pursuing careers in management (Omar and Davidson, 2001). Cheryl de la Rey (2005) emphasized that organizations, in recent years, tend to benefit from selecting and promoting women in higher leadership positions.

Moreover, studies on women as managers have found that this rising trend is common in many countries, along with evidence indicating that women manager worldwide share a number of similarities (Adler and Izraeli, 1994).

Generally, management is seen as a career only for men, and the majority of top management positions are filled by men (Powell and Graves, 2003). At almost every level, women managers globally are described as having to deal with blocked mobility, discrimination and stereotypes. Women managers are commonly reported to be negatively affected by a self belief that successful managers must exhibit male attributes, that women are not able to combine their roles as wife, mother and executive and that others, especially men, were not willing to work under a woman boss. Women managers are also often found in lower management positions that gave them little access to power and meaningful challenges (Omar and Davidson, 2001).

2.3 Career Success of Women Managers

This section will discuss women's professional career success, types of career success, objective dimension of career success, and subjective dimension of career success.

2.3.1 Women's Professional Career Success

In generally, careers and career success have been defined in several ways. While Hall (2002) defined careers as lifelong processes of work-related activities that include objective and subjective

dimensions, Arthur et al. (1989) defined them as the sequence of experiences and roles in organizations that employees pass through.

As for career development, Greenhaus et al. (2000) defined it as an ongoing series of stages characterized by distinct themes and tasks. Lirio et al. (2007) described career development as the vertical progress within the organizational structure.

As for career success, it has been considered a concept with no apparent definitive boundaries, since it is inherently subjective (Gattiker and Larwood, 1989). Career Success defined according by (Judge et al. 1995) as “the positive psychological or work related outcomes or achievements that one has accumulated as a result of one’s work experience”. Howard and Bray et al., (1988) defined it as the number of promotions or salary increases in a specific period of time. Miguel (1993), defined career success as conventionally related with hierarchal progression, increased acknowledgment and respect from others, and a larger income. A study concluded that the meanings of career success can vary dramatically given the psychological nature of the perception of career success and the notion that this concept is generally based on the individual’s career orientations and work-related beliefs and values (Kim, 2004).

2.3.2 Types of Career Success

One key distinction in the literature is between the traditional ‘organizational’ and ‘new forms’ of career (Arnold and Cohen, 2008). The ‘organizational career’ focuses on a “progressive series of steps upward in a hierarchy to positions of ever-increasing authority and responsibility” (Brousseau et al., 1996). Also, in a traditional linear career, the employer takes over most of the responsibility for career management and development and provides employees with job security (Millward and Brewerton, 2000). ‘New forms’ of career comprise of many other types; the most prominent examples are the ‘boundary less career’ (Arthur and Rousseau, 1996) and the ‘protean career’ (Hall, 2004). The boundary less career is characterized by changes in employers, jobs or occupations. The protean career focuses on career self-management and loyalty to oneself rather than the organization (own values versus organizational values). These new forms of career involve little loyalty towards the employer, career self-management, and shifts in jobs or occupational

disciplines. Thus, individuals preferring such a career could be termed ‘independent’ from the employing organization.

Another distinction relates to the importance an individual attaches to a career. While both linear and non-linear types consider career important to their lives, there might also be a type which does not attach high importance to the working life or, which reflects a disengagement from the career as a central life interest even more. Some authors highlight the growing interest in work-life balance and the influence of changing values on career patterns and describe career types that can be characterized by a reduced interest in an upwardly oriented career or in the work itself (Igarria and McCloskey, 1996). The focus of interest relates to family, leisure/hobbies or social engagement. For instance, Schein (1996) noted that due to an increase in dual careers, a growing number of employees define their career by viewing it as one part of a larger outlook on life, and their social values move towards more autonomy and a higher concern for work-life balance.

This implies that the existing studies can divide the career success into two main dimensions, the first dimension is the objective dimension of career success and the second dimension is the subjective dimension of career success.

2.3.3 Objective Dimension of Career Success

The objective dimension defines career success in terms of objective career aspects such as salary or progress within the managerial hierarchy. According to Sturges (1999), the objective dimensions and aspects of career success, views career success as objectively determined and measurable through external criteria such as salary level or hierarchical position. For example, “observable career accomplishments which can be measured against the metrics and ascendancy” (London and Stumpf, 1982). This external perspective uses the objective path of a person’s career, as defined by the society or a reference group, as the reference point, focusing on extrinsic factors or visible criteria, such as salary or income growth, title or job status the number of promotions, the job level attained, and salary growth and promotions or career mobility (Kim, 2004). However, some studies have revealed that managers do not perceive their success solely in terms of these previously mentioned factors (Gattiker and Larwood, 1988). In particular, objective measures of success have significant shortcomings when assessing the success of managers, especially women managers.

According to Sturges (1999), women managers' perceptions of career success do not correspond well with the objective criteria of career success, as women managers have different perceptions of success than men managers because of their socialization (Gilligan, 1982) and the different constraints that they face within the organization (Davidson and Cooper, 1992).

As a conclusion the women manager is not really affected by the objective dimensions such as salary, number of promotion, salary growth, and job title as a career advancement or progression.

2.3.4 Subjective Dimensions of Career Success

The subjective dimensions, such as job satisfaction and personal feeling regarding career success, which might define by Judge et al., (1995) as "the individuals' feeling of accomplishment and satisfaction with their careers". (Gattiker and Larwood, 1988) defined subjective career success is an individual's perceptions of career experience which influenced by a person's own preferences for development, needs and values.

Subjective dimensions have beneficial consequences on several individual and organizational outcomes, such as job performance, employee commitment, occupational retention as well as organizational retention.

For women, subjective internal success may be more important in the perception of individuals to their career success than the external objective factors (Powell and Mainero, 1992).

2.4 Gender and Career Success Models

Generally, the literature on women and career success proposes four models to account for women's career advancement in comparison to men (Nieva and Gutek, 1981). The first model is the Gender-Centered, or Individual Model that suggests that women lack the characteristics required to fulfill management roles (due to socialization differences from men. The second is the Sex Role Model that supports that norms for sex appropriate behaviors and attitudes shape a woman's experiences in organizations, and that she is judged negatively for violations of traditional sex-role prescriptions. The third model is the Structuralize Model that suggests women are faced with

discriminatory structures and processes within organizations that ultimately impact on individual behavior leading to individual behavior in turn reflecting these structures (Kanter, 1977). The fourth model is the Inter-Group Model that focuses on relationships between male and female groups that involve perpetuating stereotypes about group members, and attributions of status and power.

2.4.1 Gender-Centered or Individual Model

The gender-centered perspective asserts that women do not possess the skills or behavioral characteristics to perform competently in managerial roles. It attributes women's weaknesses to the cause of their lower status positions at work and in the world. Nieva and Gutek (1981) explain that this model is often used by men in the workplace, and reflected in attitudes, perceptions and beliefs about women in management. Kanter (1977) describes several stereotypical roles that are often imposed on women managers. The 'mother' requires women to be passive and nurturing, fulfilling a mothering or counselor role. This often results in the added responsibility of shouldering personal or organizational confidences. The 'pet' involves subjecting women to patronizing comments as she fulfills the role of 'decoration', and may serve as a valued prize amongst male superiors. The 'seductress' requires women to be viewed as a sexual objects. The 'seductress' role heightens the potential for incidences of sexual harassment. Kanter, (1977) argues that these stereotypes are defenses that arise from men's insecurities about their own masculinities in relation to women. They serve to keep women from becoming a threat when they are perceived to be competing with male co-workers.

2.4.2 Sex Role Model

The sex role model focuses on sex-appropriate behavior and attitudes that are defined by society (Nieva and Gutek, 1981). The model proposes that women have sex role characteristics that are not compatible with management roles. These incompatibilities and qualities include passivity, emotionality and dependence, and are informed by traditionally passive feminine stereotypes.

They are in opposition to characteristics or behavioral skills deemed necessary for fulfilling the managerial role, which is traditionally informed by masculine stereotypes such as dominance,

aggression, rationality and independence (Schein, 1973). Expectations derived from stereotypes of female roles, such as nurturer and supporter versus achiever, are attributed to women at work. Therefore, women may be seen to be incapable of a full range of activities, and instead assigned 'softer', more sex appropriate roles.

Brenner, Tomkiewicz, and Schein (1989) replicated a frequently cited study performed by (Schein 1973), which involved asking participants to describe the 'ideal woman', 'ideal man', and a 'good manager', using a list of personality traits (from sex role scales). They found that males were more likely to use the same adjectives when describing the 'ideal man' and the 'good manager', while females tended to describe the 'good manager' with adjectives used to describe both the 'ideal man' and the 'ideal woman'. These findings indicated that male middle managers still adhered to male managerial stereotypes while female middle managers did not sex type managerial jobs. Another replication by Heilman, Block, Martell, and Simon, (1989) produced the same findings. Stereotypes held by male managers about women appear to be deeply rooted and resistant to change. The correspondence between descriptions of women and successful managers had increased since (Schein's 1973 study and Heilman and colleagues' 1989 study). However, the later study showed that women were still regarded as conforming less to the conception of 'successful manager' while men were regarded as more closely aligned to this conception.

There is considerable evidence that indicates that women and men in management actually have similar aspirations and values, personality traits, job related skills and behaviors (for example, Donnell and Hall, 1980, matched 2000 pairs). Dobbins and Platz (1986) conducted a meta-analytic review of 17 studies conducted between 1970 and the publication of their study in 1986. They examined sex differences in leadership effectiveness, defined as subordinate ratings of satisfaction and leadership effectiveness. The researchers failed to find any evidence of differences between female and male leaders. Furthermore, women and men leaders have same principles and conceptions on how leaders should accomplish their task but each has different approaches and strategies on implementing their ideas. In addition, it suggested that the debate about male and female effectiveness should be redirected to be more focusing on individual achievement, experience, and decision making rather than individual sex or gender role as both can learn from each other by Steven H. Appelbaum, Lynda Audet, & Joanne C. Miller (2003).

Despite lack of evidence, the sex role characteristics possessed by individuals continue to be used as predictors of how well people will fare in organizational settings. The possession of feminine

characteristics, such as showing empathy, understanding and warmth, has been viewed as being detrimental to career, while possession of masculine attributes, such as being independent, tough minded, confident and dominant, with a capacity to set aside personal emotional considerations, have been viewed as beneficial (Fagenson, 1990).

It follows that for men who aspire to senior management positions, their perceptions are that a 'good' manager is equated with being 'masculine' (Schein 1973; Brenner et al., 1989; Heilman et.al., 1989). This masculine ethic regards those traits assumed to belong to men as prerequisites for effective management. This reproduces a 'manufacturing of consent' that underpins the masculine hegemony pervasive in many organizations. Processes, procedures and beliefs are manipulated to promote the ends that meet these seemingly universal interests, and sanction the means for achieving them, while alternative ways of seeing and being are excluded (Marshall, 1998). For women then, to deviate from this dominant management style involves risk (Powell and Butterfield, 1989).

Women in management may feel compelled to adopt traits and behaviors traditionally associated with males in order to succeed in organizational cultures (Powell and Butterfield, 1989). In a study by (Davidson and Cooper 1983), one of the greatest sources of stress for the 96 female managers interviewed was their own and other's expectations. Expectations of female managers were informed by stereotypical notions of how women and managers should behave. In other words, the women in the study recognized as stressful the pressure to conform to masculine modes of behavior. This source of stress may have particularly powerful impacts for women in male dominated or hegemonic masculine cultures. In an Australian study, done by (Gardiner and Tiggerman in 1999), found that women tended to behave more similarly to men in male-dominated industries than to men in female-dominated industries.

As Miriam Lewin (1984) has noted, the stereotyping of feminine nature as domestic and submissive has supported the economic, social and cultural division of labor. As a consequence of these pervasive images, women in management may experience sex role conflict. The psychological literature discusses unique sources of stress for women, in relation to their greater sex role conflict, particularly due to work versus family pressures. The sex role model incorporates the component of 'sex role spillover': that is, the inappropriate spillover of other female roles, such as wife and mother, to the workplace (Nieva and Gutek, 1981). Even though employment has become an important and necessary component of women's lives, women are still socially expected to prefer

domestic demands over their work lives. Interrupted work patterns and part-time employment still characterize the labor force activity of many women who attempt to design their work around family roles. Males, who are instead expected to meet work demands before family responsibilities, do not make the same adjustments (Nieva and Gutek, 1981).

Gender centered and sex role models tend to attribute responsibility to the individual in an attempt to explain women's limited career advancement in comparison to men. In doing so, they are in danger of blaming the victim or viewing women as hopeless or weak in the face of social structures. They ignore the external influences that create individual differences and do not account for influencing factors in the contexts that individuals operate within (Nieva and Gutek, 1981). Cheryl de la Rey (2005) emphasized that we should not assess leadership as being based on individuals' quality but instead we have to pay attention to the importance of the leadership as a process.

2.4.3 Structural Model

Conversely, the structural perspective postulates that it is elements of the organizational structure that are impediments to women achieving in their careers (Kanter, 1977). These include processes such as job recruitment and entry procedures, job assignment, relationships between formal and informal groups, and training and promotion (Fagenson, 1990). This model seeks to explain women's behaviors and motivations as a consequence of work structures (Nieva and Gutek, 1981). It suggests that women's expectations and aspirations are often low because of the lack of opportunity provided by work structures. Therefore, the low aspirations of women, in effect, reflect the adjustments women must make to the reality of having to integrate into traditionally masculine situations. Pressures for women arise from their being designated as tokens, and therefore highly visible, as well as being isolated from informal networks and power bases. A consequence of token status is that women workers are often faced with heightened discrimination, sexual harassment, wage inequities and limited career success (Yoder, 1991).

In an examination of the function of an individual's sex and hierarchical level in an organization, Fagenson (1990) found that femininity was related to a person's sex while masculinity was related to an individual's level in the power hierarchy. In support of the structural perspective, perceptions of masculine attributes were related to an individual's level in the organizational power hierarchy.

Upper level men and women reported possessing more masculine attributes than did individuals at the lower levels.

Three possible reasons for the relationship between masculinity and status within an organization were offered by (Fagenson 1990). First, that management is congruent with the masculine role. Therefore, individuals who exhibit masculine traits will be attracted to, and will more likely acquire, management positions (Powell and Butterfield, 1979). Second, that a senior position itself causes individuals to develop these traits (Steinberg and Shapiro, 1982). And third, perhaps it is that individuals within management roles identify with the dominant group who are largely male (Barnett and Baruch, 1978). In support, (Sachs, Chrisler, and Devlin 1992) analyzed biographic and personal characteristics of 95 female managers. They found that most of the women were masculine or androgynous as measured (Bem, 1974), and that most reported having male role models.

Sex discrimination is embedded in the cultural values that permeate organizations (Mills and Tancred, 1992). The assumed dichotomies such as reason emotion and activity-passivity accorded to males and females respectively, are mirrored in organizational processes which emphasize rationality and hierarchy while seeking to suppress qualities, such as nurturance and inclusiveness, more often associated with home and family.

2.4.4 Inter-Group Model

A fourth model put forward to explain women's inequality in the workplace is defined as inter-group, and states that simply by virtue of group membership, male and female interactions tend to be characterized by factors that make between-group differences obvious (Nieva and Gutek, 1981). Stereotypes exaggerate within group similarities while maximizing between group differences. They provide the mechanisms by which organizations gender their members. Not only do principles of social homogeneity and similarity apply to create gender as a basis for group identity, but these relations are also constructed hierarchically. Stereotypic masculine characteristics are viewed as the norm in the workplace, and define 'worthiness', from which deviations are defined as deficit or 'other'.

As a Conclusion the gender centered, sex role, structural and inter-group models share a common tenet; that gender is constructed. They differ on how this occurs, but acknowledge the effects of this gendering on career outcomes.

2.5 The impact of gender, family, and work on the career advancement of

Lebanese Women Gender

Although several factors are likely to influence the perceptions of women managers in terms of their career success, previous research suggests that gender, family, and work-centered factors can strongly influence the career advancement of women managers. There is much evidence that gender inequities exist in the workplace and a number of different views have been asserted to explain why women do not progress as far as men.

There are many explanations of the sources of gender-role inequities in the workplace. According to the most general view (Eagly and Carli, 2007; El-Ghannam, 2002), gender role attitudes are associated with the traits attributed to individuals in childhood socialization where females and males acquire different gender-related attitudes and behaviors.

The view that women have been culturally socialized to adopt certain behaviors and traits that drive them to fulfill assumed roles, such as their obligation to deal with domestic responsibilities, leaving the managerial positions to be filled by men.

Another view by (Williams and Best, 1990) is that women exhibit particular personality traits that are identified with the female gender, such as affectionate, warm, emotional, and socially concerned. These traits are not considered conducive to management roles, which require aggression, risk taking, and competitiveness. However, with the growing number of women in the workplace, research has put less emphasis on personality traits as indicators of a good manager (Powell, 1999); while a number of women perceive their “feminine” characteristics as actually important and instrumental to their success in management.

Jamali et al. (2005) for instance identified sex-typing stereotyping as one of the barriers preventing the managerial progress of women managers in Lebanon. This study aims to explore this issue by

further seeking to understand the perception of Lebanese women managers concerning the impact that their personality traits may have on the progression of their careers.

Some research also assumes that since management requires a great deal of work, commitment, and sacrifices, and entails massive responsibility, women are not able to progress in management simply because they do not have the desire to hold managerial positions. According to Anker (1997), women usually bring their domestic responsibilities and children with them to the work environment and, therefore, they prefer jobs that offer flexibility in terms of working hours and feasibility of entry and exit. Thus, to meet their family obligations, women usually take career interruptions or reduced working hours, which reduces their chances of reaching managerial positions. In addition to the assumed lack of managerial aspirations, Schwartz (1989) considers that since the financial responsibility for the family is usually assumed by men, women look for jobs that provide them with social significance and intrinsic rewards and, thus, career advancement is not an objective for women managers. However, more recent evidence has shown that even career oriented and younger women continue to face obstacles despite their commitment and aspiration to hold a managerial position in their organization.

Also some studies according to (Davidson and Burke, 2004) have pointed out the significance of educational attainment and work experience in the increase in the number of women in the workplace. Although of this increase in number of working women this did not lead the women to achieve more managerial positions. Cassel and Walsh (1994) found that the higher educational attainment of females in the UK, including an MBA, is overridden by the barriers inherent in the organizational structure and culture or what called “hidden organizational barriers”. El Ghannam (2002) reported that the number of women holding managerial posts in Lebanon is substantially lower than their level of education and experience would warrant.

Moreover, the socio-economic status of individuals has been shown to impact gender role attitudes and the resulting gender inequalities in society, which in turn can determine the level of education and career development. Therefore, the social status of the family may have a significant impact on an individual’s socialization. In Middle Eastern countries, according to Cunningham and Sarayah (1993) found that individuals from families with a high social status had a better chance of success in achieving their career objectives because of their social connections or *Wasta*.

Family responsibilities have also been considered in the context of women's career progression particularly with relation to marital status and child care. Some studies showed that the family issue may hinder the progression and the advancement of the Lebanese women manager. So, the women have must take a difficult decision either to stay single and take a managerial position. On the other side the men in all cases is not single and have children and also have a managerial position and they do not face family issues as barriers to their career advancement and progression. According to (Lirio et al., 2007; Aycan, 2004; Cooke, 2006; Bank and Vinnicombe, 1995) emphasize the importance of the family network; have indicated that motherhood is not a barrier to women's careers.

All the studies and researches determine whether women are finding it difficult to progress in their careers because of the increased demands of working while handling domestic responsibilities. Some of the studies have indicated that the possibility of women participating and progressing in their careers inherently depends on their ability to manage multiple roles as a wife, mother, and employee.

2.6 Organizational barriers to women's career advancement in Lebanon

There are different barriers that the Lebanese women manager faced in their organizations and prevent them from reaching top managerial positions. All the following barriers really influence the career success development and progression. Research identified differences in tenure and work experience between men and women as one set of barriers. Other studies point to barriers related to sex role stereotypes since on the one hand, women's feminine management styles are not very welcomed in male-dominated organizations and on the other hand, work-family conflicts result in discouraging women from pursuing managerial positions. Others pointed to organizational structures and practices that influence the career paths of women that the research will discuss.

2.6.1 Organizational Culture

Organizational culture is an important factor used to determine how well an employee fits into their organizational context, and it has been asserted that a good fit between the employee and their organization is important (Silverthorne, 2004).

According to the definition by Hellriegel et al. (2004), the base of culture is formed by shared assumptions, values and norms, and these cannot be observed. The more visible and observable elements, such as its socialization activities, symbols, language, practices and narratives, are the only way in which culture can be inferred.

Also (Tichy, 1982) defined organizational culture as the “normative glue” that holds an organization together. Forehand and Von Gilmer (1964) suggest that culture is the set of characteristics that describe an organization and distinguish it from others. Schein (1990), in a more comprehensive fashion, defines culture as values and behaviors that are believed to lead to success and are thus taught to new members.

In regards to the role of business owner, and/or manager, recent research has linked gender and organizational culture by drawing attention to the masculine organizational culture as a likely explanation for the persistence of the glass ceiling phenomenon (Van Vianen and Fischer, 2002). Haslett, Geis, and Carter (1992) found the following:

“Several studies have investigated female and male managers to learn if their managerial styles differ, and if so, how they may differ. Because most organizations are dominated by male cultural expectations, and men will frequently be of higher status in cross-sex conversations, it is likely that the male style will dominate and be reinforced”

a. Organizational Culture Model

According to Schein’s (1985, 1992) theory, organizational culture is defined as “A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as a correct way to perceive, think and feel in relation to those problems” (Schein

1992). Schein's (1999) model focused on three different levels of culture, which move from the visible to the tacit, or invisible. The first (Artifacts) level consists of visible artifacts such as myths, rites, stories and symbols. The second (Espoused Values) level consists of espoused values, which are strategies, goals or philosophies that characterize a specific way of thinking within a company. The third and most basic (Shared Tacit Assumptions) level of organizational culture consists of basic assumptions or unconscious, often taken-for-granted beliefs, perceptions, thoughts and feelings. Schein (1992) considers culture to be a three-layer phenomenon (see Fig. 1).

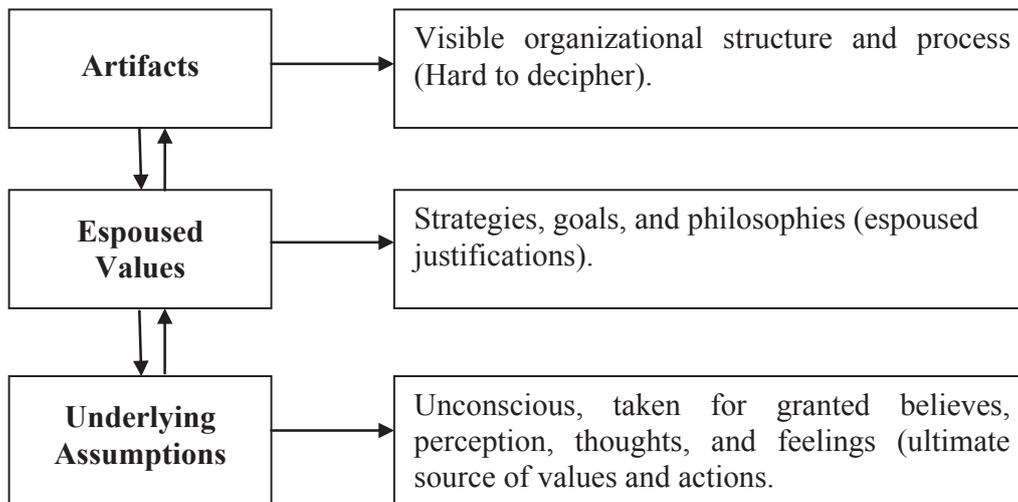


Figure1. Schein's (1992) Model of Organizational Culture

The first level of culture or at the most superficial level consists of visible organizational processes and various artifacts. For example, dress codes and the general tidiness of the workplace are artifacts that tell something about the organization's culture. The first level, according to Schein, is difficult to interpret, however, because it represents the most superficial cultural phenomena, i.e. only reflections of the true corporate culture. For example, behavior - which is a cultural artifact - is also influenced by countless factors other than a company's culture (Schein 1992). The first cultural level also consists of various quality systems as well as information systems and databases connected with safety and the control/monitoring of operations. Similarly, cultural artifacts can be considered to include accident statistics, sick leave and corresponding indicators, which, correctly interpreted, can be used to form conclusions about the deeper characteristics of an organization's culture. This interpretation requires effective and diverse research methods and an understanding of

the internal dynamics of the culture. Some of these artifacts also provide evidence of organizational identity and act as an emotional linkage between the corporate culture and that of the individual employee.

The second, less superficial level of expression, relates to the organization's values, principles, ethics and visions, beliefs and attitudes. At this level these principles are often set out in a documentary format and are key elements in setting out the way of working advocated by the organization. These elements can be thought of as behavioral norms that predominate in an organization which help to determine acceptable standards of behavior. For example an organization may say it believes in teamwork but the espoused value shows that most decisions are made without involving employees (Schein 1985, 1992).

The third cultural level in Schein consist of deeper underlying assumptions, which relate, for example, to views of human nature as well as to the nature of information and the human activity in question. Tacit assumptions are informed and influenced by the values, beliefs and assumptions of the founders and key leaders that made an organization successful. For example, if a founder of an organization is responsible for developing a product that responds to a high market goods and service need, he or she may favors a highly disciplined organization. In other words, they influence how the members of an organization perceive, think and feel in matters relating to the organization. Therefore, the organization may attract people who like discipline and order, and as they succeed, they also come to take it for granted that hierarchy, discipline, and order are the only way to run an effective organization.

b. Organizational Culture and Gender

Organizational culture is the way a group or an organization deals with the environment. Gendered organizations are those that have higher proportions of one gender over the other. Organizational culture includes the perception or stereotyping of women and the organizational climate towards women. Women consider negative perceptions of their professional capabilities and commitment to organizations as a limiting factor to their advancement in organizations (Knuston and Schmidgall 1999). In line with these studies, the culture of an organization is more likely to work against the advancement of female managers.

In addition, women are negatively perceived as managers and thus they consistently need to work harder, prove themselves and their credibility as managers, exceed performance expectations, prove their abilities repeatedly and over-perform in order to overcome the negative expectations of their male counterparts. Moreover, women in higher managerial positions are under pressure to outperform their male colleagues, since their actions are highly scrutinized and are often seen as a test case for women in the future (Jackson 2001).

Studies have shown that women and men differ in their behaviors, style, and values as leaders (Eagly and Steffen, 1984; Eagly and Karau, 1991). Therefore, gender traits of the leader would influence the culture of an organization. Studies have shown that feminine traits include being warm, selfless, kind, nurturing, submissive and passive whereas masculine traits include being more aggressive, competitive, and independent (Feather, 1984). Men are more agentic whereas women are more communal in nature (Eagly and Steffen, 1984). Women are more oriented towards interpersonal group-processes (Eagly and Karau, 1991). Women give more attention to people, while men give more attention to task. Research has shown that women place less emphasis on competitive success and more on doing tasks well (Betz et al., 1989). Cheryl de la Rey (2005) presented that women adopted a distinctive leadership style characterized by being more participatory, democratic, more sensitive, nurturing and caring.¹ As well as, women tend to have good conflict management, interpersonal skills, be great listeners, exhibit tolerance and empathy, be encouraging of participation, sharing power and information. Moreover, women adopt a democratic leadership style in contrast to men who tend to adopt more autocratic or directive leadership style.

2.6.2 Organizational Practices

Corporate Practices include recruitment, training and development, networking and mentoring, pay equity, and flexible working hours. While several studies have reported the efforts of leading organizations in supporting women's advancement, many continue to reveal that nothing has really changed (Eagly and Carli, 2007). Negative attitudes toward and sex-typed stereotypes of women in the workplace continue to be reflected discriminatory organizational practices through discriminatory managerial recruitment and selection processes, training and development opportunities, performance evaluation procedures, and promotions (Anker, 1997).

A study has really showed that in Lebanon the selection process is highly subjective and based on personal contacts, nepotism, and family name. In another study, Weir (2003) found evidence of limited access by Arab female managers to on-the-job training and development and a lack of systematic performance appraisal and career development.

1. Recruitment

Recruiting practices do not reach women and minorities. Women are mainly recruited for gender specific, staff or highly technical positions, and certain professional jobs that lack accessibility to the top, resulting in a glass wall. Women suffer from limited career development. They are not exposed to a variety of tasks or are not given special assignments that allow them to better understand the core functions or be exposed to the revenue-producing areas at the organization. This hinders their visibility and their career development and decreases their chances to promotions to top managerial levels (Jackson 2001).

2. Organizational Structure

When discussing the women employment it is definitely important to talk about the organizational structure. Thus it would be considerable to have an idea at the impact of the organization's structure in terms of size and industry in order to examine how they may affect the ability of advancement of women in organization.

Some studies have shown that women usually work in small organizations and they have the opportunity to get promoted. Usually women entrepreneurs are usually owners of small organizations. However other studies showed that there is a positive relationship between the size of the organization and the presence of women on the board on one hand and the size of the organization and diversity in workplace on the other. In both cases, such initiatives represent a promising future to women in the workplace (Hyland and Marcellino 2002).

Concerning the type of industry and women, some sectors are traditionally dominated by men such as Construction and Manufacturing while others are more likely to employ women such as Services

and Trade. However, women were able to enter male dominated professions such as Business, Accounting, Finance, and Banking. Moreover, a study on women executives in Brokerage, Investment, Banking and Business consulting reported the perceived improvement in the opportunities of advancement for women in these industries and the possibility of advancement to top managerial positions in these industries (Hyland and Marcellino 2002).

3. Pay Equity

In many industries the research that there is a salary discrepancy between male and female managers or directors. According to a study in 1992, male directors in the food-services' department in hospitals earned an average of \$10,000 more per year than female directors (Li and Leung 2001).

A study was conducted by Bertrand and Hallock (2001) concerning the gender gap in top corporate jobs, using Standard and Poor's Execu Comp data to get information on the compensation of the top five executives in all publicly listed companies in the US between 1992 to 1997. The results showed that the gender gap in compensation at top executive positions was at least 45%.

4. Work-Life Balance

Women have not achieved equity in the work/life balance. In male dominated organizations, work should come in the first place over all other life roles. Climbing up the ladder to top positions in organizations does not include the family nor allow for extended leaves (Jackson 2001).

Marriage and parenting were attributed to negative impacts on women in terms of salary and promotions while they had the opposite effect on men. Progress in the organizational hierarchy requires enormous dedication translated to very long working hours. This means as more women qualify to reach top managerial positions, the work family balance becomes even harder. Women must choose between making a commitment to their career or their family. Aspiring to top positions in many cases means forsaking marriage and motherhood (Brett and Stroh 1999).

Women on the other hand often feel guilty to be away from their children and are often labeled as bad mothers. They are sometimes jealous of the close relationship between the father and the kids as they would be missing out on the bonding and intimacy with their children. These moms are like most dads, weekend parents. They are also under the pressure of being the sole breadwinner in the family. However, this is a solution for the children who suffer when both parents are absent. The kids are considered the biggest beneficiaries of such arrangement in addition to the comfort and peace of mind for working mothers and their ability to focus on their work (Morris 2002).

2.6.3 Tokenism

Women make up a small percentage of the management workforce, and thus regarded as having token status in a male-dominated work environment. A review of the limited studies on women in management in this region have highlighted that organizations are not even handed in their treatment of male and female managers (Omair, 2007). Despite the increasing participation of women in the workplace in Middle Eastern countries, women are failing to achieve the same levels of success as men. Barriers including limited access to networking processes, lack of mentoring, and limited training and development opportunities continue to keep women stagnating at lower levels of management within their organizations. This means, the increasing number of women in the workforce is not translating into more women in management positions. One reason for this under-representation of women in management positions in this region may be attributed to the token status of women. It becomes clear that while Arab women have made great progress in the workplace, as a minority group their token status in the workplace continues to be among the many obstacles for managerial progress. As a conclusion, the token presence of female managers will be perceived as a barrier to their career advancement.

2.6.4 Mentoring

According to Zachary (2002), mentoring passes on knowledge of subjects, facilitates personal development, encourages wise choices, and helps the protégé to make transitions. Bell (2000) defined mentoring as someone who helps a protégé learn something that he or she would have learned less well, more slowly, or not at all if left alone.

According to (Kram, 1985) mentors are considered critical for career advancement as they participate in the career advancement of protégés through sponsorship, coaching, role modeling, and counseling. That is mentor are those people in the organization who have the power and access to information vital to career advancement and are willing to be a role model, teacher, guide, sponsor, coach, or someone who is especially helpful to other's career. Organizational mentoring has long been described throughout the literature as helpful for the advancement of managers. Employees with mentors have been found to have access to important people and enjoy more career satisfaction, are promoted more frequently and have higher incomes; enjoy higher career commitment, and have reduced turnover rates (Brett and Stroth, 1994). Mentors are considered important to the success of female managers because mentors help in the development of the managers' sense of identity and professional confidence , reduce discrimination, help them get access to information that is available to men , give decision-making power in organizations, and facilitate their managerial advancement .

However, a number of studies have also highlighted the difficulties that female managers face in getting mentors (Kram, 1985) mainly because of women's token status and potential discomfort with cross-gender mentors. Therefore, in general lack of a mentor has negatively impacted women's career advancement and success. As a result the absence of a mentor is more likely to be perceived as a hindrance to the career advancement of Lebanese women managers.

The benefits of mentoring are many and include higher income, more satisfaction with pay and benefits, more promotions, reduced turnover intentions, created career satisfaction and easier socialization (Adebowale 1994).

Finally, women don't have the same opportunities, be it formal or informal, to form a mentoring relationship as they lack access to men's clubs and sports activities where they are more likely to find mentors. Moreover, women are seldom placed in high visibility projects that help mentors identify potential protégés (Ragins and Cotton 1993). Other factors affecting the mentor-women protégés relationships include perceptions about women's management capabilities and biased perceptions of women's performances. The lack of women mentors and the current perceptions of the female protégés and male mentors represent a clear obstacle to the advancement of women in the workplace as mentors and sponsors are an essential part of career success (Adebowale 1994).

2.6.5 Organizational Networks and Interpersonal Relationships

According to Kram (1985) networking behaviours is defined as individuals' attempts to develop and maintain relationships with others who have the potential to assist them in their work or career. Earlier studies have shown that successful organizational networking positively impacts career outcomes, including access to information, social and professional advice, and increased job opportunities; promotions; and career satisfaction (Kram and Isabella, 1985). So, the negative consequences of the absence of organizational networks on the career advancement of female managers, including the lack of professional support, career planning, and information sharing; lack of interpersonal relationships with subordinates.

Within a Middle Eastern context organizational networks are increasingly becoming an important component of managerial behaviour and success. According to (Jamali et al., 2005) women's lack of access to the organizational networks seems to persist. This lack of organizational networking suggests that Arab women managers are likely to be deprived of any professional support, career planning, access to key personnel, and organizational information among other things. This confirms the significance of networking and interpersonal relationships for Arab female managers as a way of reducing the glass ceiling they face.

Men continue to exist and women are excluded from them and from informal networks which constitute an essential means for career development and growth. The benefits of informal networking include information exchange, career planning and strategizing, professional support and encouragement and increased visibility (Adebawale 1994).

2.6.6 Usage of *Wasta* in the Organization

Social networks built on family networks are a significant force in all aspects of decision-making and thus play a very important role in the career advancement of individuals. *Wasta* is the term used to refer to social networks or connections (Cunningham and Sarayah, 1993). *Wasta* is crucial for understanding how decisions are made in this region because it permeates the culture of all Arab countries and is a force in every significant decision (Whiteoak et al., 2006).

Wasta was used as a means for managing relations between families and tribes in the Arab world through the use of an intermediary usually referred to as the sheikh who would be called the intercession or the wasta between the conflicting parties, thus, wasta refers to both the act and the person who intercedes (Cunningham and Sarayah, 1993) and mainly stems from the Arabic social texture that emphasizes family connections and the power of the social fabric (Weir, 2003).

An intercessory wasta offering more economic benefits has evolved which involves the intervention of a central character or protagonist in favor of a certain individual with the aim of gaining an advantage for that individual, such as obtaining a job, gaining admission to a university, or securing promotion (Hutchings and Weir, 2006b).

According to Hutchings and Weir (2006b), wasta involves social networks of interpersonal connections based on family and kinship ties and implies the exercise of power and influence through social and political-business networks. Therefore, individuals with substantial wealth or with influential occupational roles in either private or public institutions use wasta connections extensively in order to get things done (Cunningham and Sarayah, 1993). wasta therefore can be perceived to be a combination of internal and external networks that have been addressed by (Michael and Yukl, 1993).

Wasta in the workplace is one of the key determinants of the recruitment of an individual and thus of career success. According to Whiteoak et al. (2006), wasta is the process of using help, which might not be available to other candidates competing for the same job or promotion, to move forward and to fulfill objectives. The usage of wasta fosters the progress of a group of people who have reached their positions through befriending influential people – a hindrance for those who struggle to get things done by the rules (Cunningham and Sarayah, 1994). Metcalfe (2006) for example reported that training and development opportunities, in addition to managerial recruitment, promotions, and many other aspects of management, end up being based on individual relations and family networks and not on an individual's abilities. The dominance of wasta in Middle Eastern culture effectively emphasizes the informality of work relations and supports strong family connections according to (Metcalfe, 2006).

According to (Cunningham and Sarayah, 1993), wasta refers to an act and a person who intercedes, and it seeks to achieve what is assumed to be otherwise unachievable without the intervention of the intercessory wasta. Wasta therefore can be perceived to be a combination of the

internal and external networks i.e. while internal networking includes all managers' relationships with peers, subordinates, and superiors, external networking is about having relationships with people outside the organization, including clients, key customers, suppliers, government officials, and members of professional trade associations.

Decision-makers usually select candidates with the strongest *wasta*, rendering success in getting recruited or promoted based mainly on *wasta*, with only some consideration for the candidates' qualifications. This suggests that *wasta* appears to provide the means for people to obtain a benefit they may not be entitled to.

Whiteoak et al., (2006) defined the utility of *wasta* in the Arab world as "an individual's attitude toward using an advantage for self-promotion to which others do not have access." This means that it is the process of using help, which might not be available to other candidates competing for the same job or promotion, to move forward and to fulfill one's objectives.

The role that *wasta* plays in the decision-making process in Lebanon, the strong impact of *wasta* and strong family connections in general on the business world in the Arab region and the importance that people in the Arab Middle East place on the utilization of *wasta* to succeed and since the absence of *wasta* disadvantages those who do not have it and are competing for the same end result (Cunningham and Sarayrah, 1994). Therefore, the absence of *wasta* will be perceived as having a relatively negative effect on the career advancement of Lebanese female managers.

2.7 Summary

The literary review of this project discussed the career advancement of female manager in different sectors. The career advancement was classified through two dimensions the objective and the subjective dimension. Also, the literary review considered the impact of gender and family on the career advancement specially the female plays a dual role one at home and the other at work. There are some obstacles that are mentioned in the literary review which influenced the career advancement of female manager. These obstacles could be overcome since they are not absolute barriers but depending on the female and on the organization working in it. These obstacles are organizational culture, organizational practices, tokenism, mentoring, organizational networks and interpersonal relations, and usage of *wasta* in the organization. After this literary overview this

project considered general profile of the thirty female Lebanese managers and their personnel perception of their subjective career advancement. Also, the research methodology discussed the obstacles that female Lebanese women face in their organization that were mentioned in the literary review.

Chapter Three

Research Methodology

3.1 Introduction

This research is trying to investigate the existing literature by investigating the career success of women managers in Lebanon by analyzing data from a sample of women holding managerial positions in different fields of employment. After an overview of the literature on the general status of Lebanese women we examine the social, and economic factors that influenced the careers of Lebanese women now the research will discuss research methodology and finally, presenting the study's findings and discussing their implications. This research examines the personal perceptions of career success of sample of Lebanese women managers and investigates the presence of the glass ceiling.

3.2 Research Sample

The research sample consists of 30 Lebanese female managers in different managerial levels in different organizations. These organizations operate in different sectors such as education, banking, airline, health care, marketing, construction, and insurance sectors.

In the education sector, the questionnaire was distributed in Beirut Arab University and Rafic Hariri High School. Rafic Hariri High School is an elementary / secondary school located in Saida – Lebanon. It was established in 1982 under the name of New Sidon School. In 1992, the school name changed from New Sidon School to Rafic Hariri High School. Beirut Arab University (BAU), located in the heart of the beating city of Beirut, is a centre of culture and enlightenment. BAU is a Lebanese private institution for higher education, founded by the Lebanese El-Bir and Ihsan society in 1960. The University currently consists of the following 10 faculties: Faculty of Arts, Faculty of Law and Political Science, Faculty of Commerce and Business Administration, Faculty of Architectural Engineering, Faculty of Engineering, Faculty of Science, Faculty of Pharmacy, Faculty of Medicine, Faculty of Dentistry, and Faculty of Health Sciences. The core mission of Beirut Arab University is to achieve an outstanding standard through excellence in education, learning, and research whilst meeting the needs of our community and adhering to our academic values of intellectual freedom, integrity and professionalism.

In the banking sector, the questionnaire was distributed in Bank Med. Headquartered in Beirut; Bank Med is one of the top five banks in Lebanon. Bank Med established in 1944, under Beirut CR 5261 - Banks List No: 22, its market share - measured by total assets - has grown over the years to comprise around 10% of the total of the Lebanese banking system today.

In the airline sector, the questionnaire was distributed in Middle East Airlines. Middle East Airlines is the national flag-carrier airline of Lebanon, with its head office in Beirut, near Beirut Rafic Hariri International Airport. It operates scheduled international flights to Asia, Europe, and Africa from its base at Rafic Hariri International Airport.

In the health care sector, the questionnaire was distributed in Labib Medical Center. Labib Medical Center was founded in 1974 by the late Dr. Labib Kamel Abouzahr, a general surgeon who graduated from the American University of Beirut in 1943 with an M.D. degree and had his specialty training at the American University of Beirut Medical Center and at Fordham Hospital in New York.

In the marketing sector, the questionnaire was distributed in Levant Alia Houses. Levant Alia Houses is a pharmaceutical company in Beirut. The company is working in general business, medical equipment, hospital pharmaceuticals business activities.

In the construction sector, the questionnaire was distributed in Khatib and Alami (KandA). KandA a multidisciplinary urban regional planning, architectural and engineering consulting company, offers clients an integrated approach toward the ever-increasing need for reliable project delivery systems. KandA started its consulting services in Lebanon and extended the areas of its professional activities in accordance with the growth of its experience, and its human and financial resources.

In the insurance sector, the questionnaire was distributed in Bankers Assurance SAL. Bankers Assurance SAL was born in Beirut in 1972 of the efforts of veterans of the Middle Eastern insurance market, Saba Nader and Maurice Karaoglan. The company was licensed to operate both as a general and life insurer. Bankers Assurance is the leading Lebanese insurance company with international bonding.

The demographic structure of the sample that is consisted from the age, marital status, education level, profession, managerial level, work experience as manager, and number of employees in the organization.

In table 1 and chart 1 most of the respondent are between twenty five and forty years; 16.67% lies between 41-50 years and only 6.67% are above 51 years.

Table 1: Age

Age	25-30	31-40	41-50	Above 51	Total
Frequency	16	7	5	2	30
%	53.33%	23.33%	16.67%	6.67%	100%

Chart 1: Age

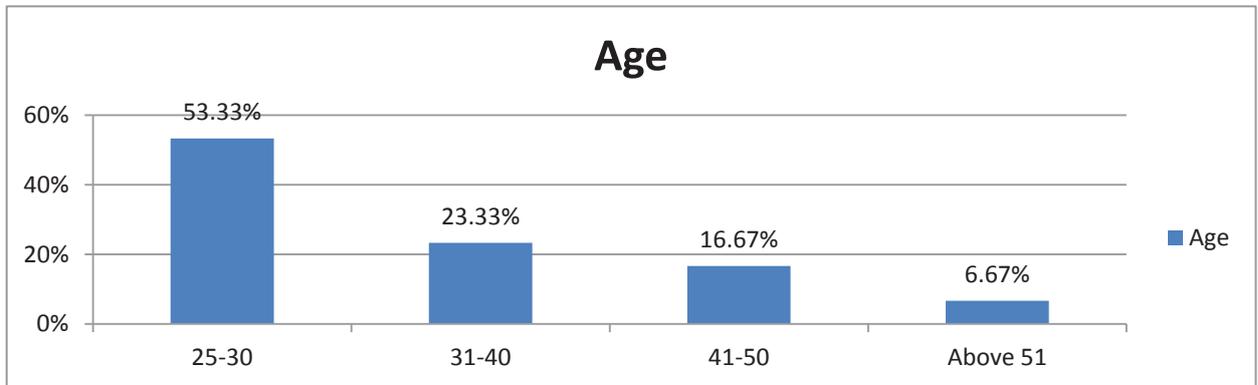


Table 2 and chart 2 shows that 60% of the female managers are married and 36.67% are single.

Table 2: Marital status

Marital Status	Single	Married	Divorced	Widow	Total
Frequency	11	18	1	0	30
%	36.67%	60%	3.33%	0%	100%

Chart 2: Marital status

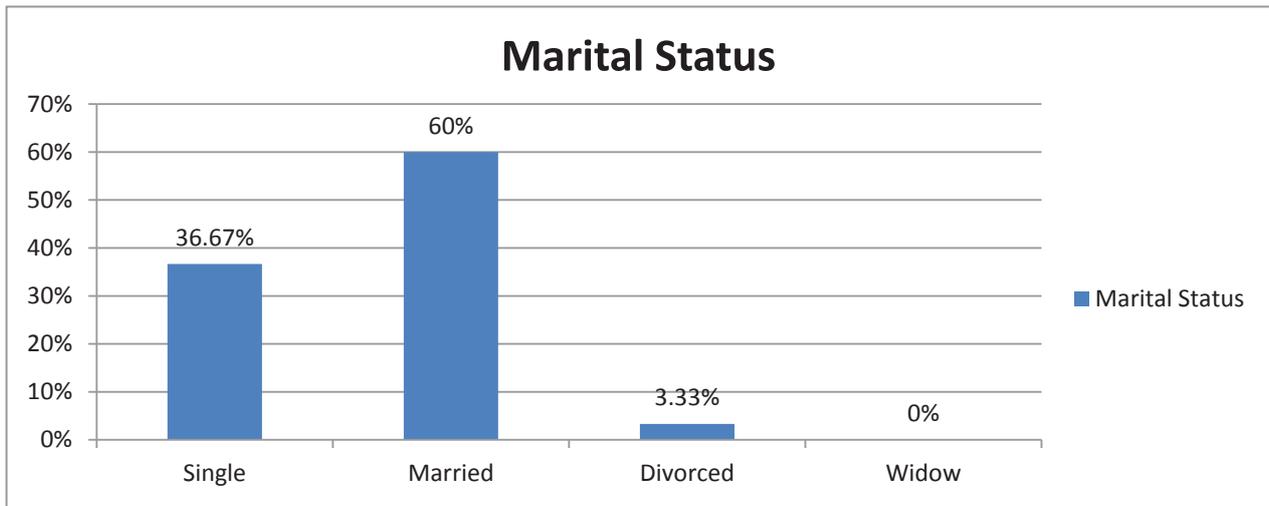


Table 3 and chart 3 show that half of the women managers have a Bachelor degree and 46.67% have a master degree.

Table 3: Education Level

Education Level	High School	Bachelor	Master	PHD	Total
Frequency	0	15	14	1	30
%	0%	50%	46.67%	3.33%	100%

Chart 3: Education level

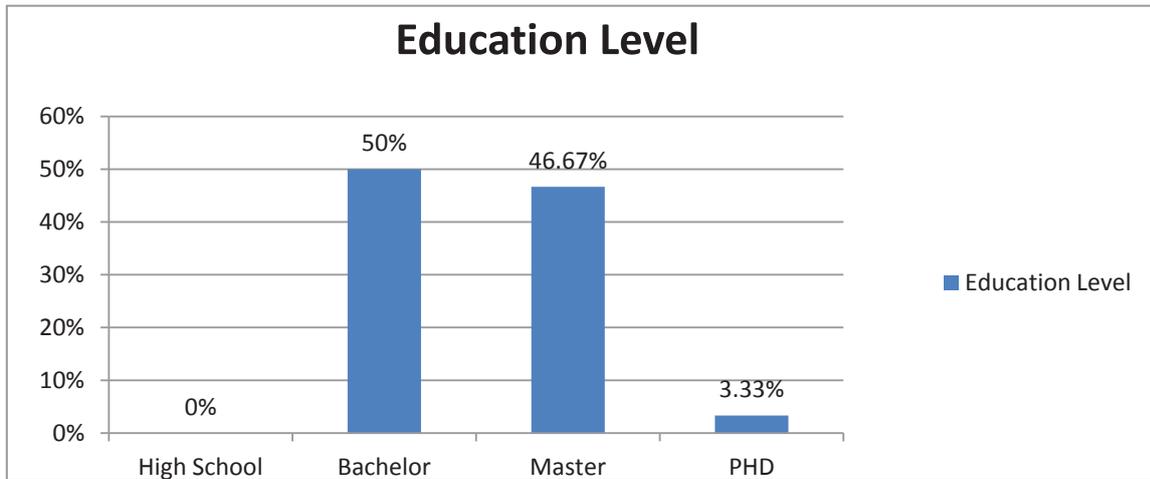


Table 4 and chart 4 show different women managers working in different sectors. 30% of the respondents were from the marketing industry and 23.33% were from the education sector.

Table 4: Profession

Profession	Education	Banking	Airline	Health Care	Marketing	Construction	Insurance	Total
Frequency	7	2	1	5	9	5	1	30
%	23.33%	6.67%	3.33%	17%	30%	16.67%	3.33%	100%

Chart 4: Profession

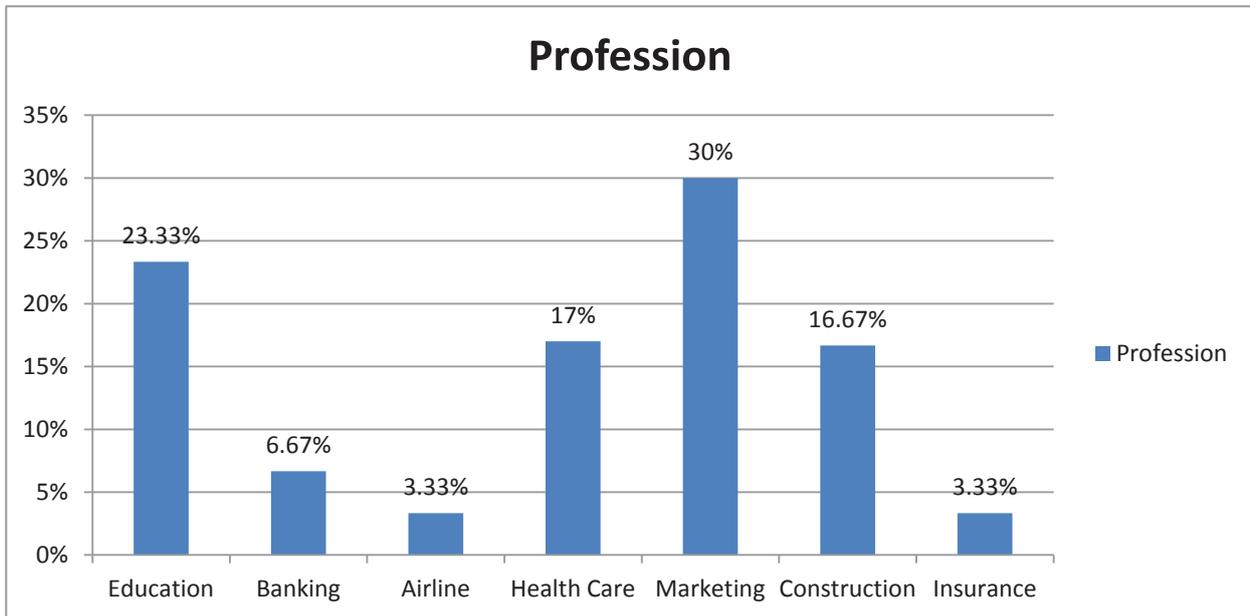


Table 5 and chart 5 show female managers participating in different managerial levels. 30% of the respondents were from the first level of management, 53.33% of the respondents were from middle level and the others were from the senior level.

Table 5: Managerial Level

Managerial level	First Level	Middle Level	Senior level	Total
Frequency	9	16	5	30
%	30 %	53.33%	16.67%	100%

Chart 5: Managerial Level

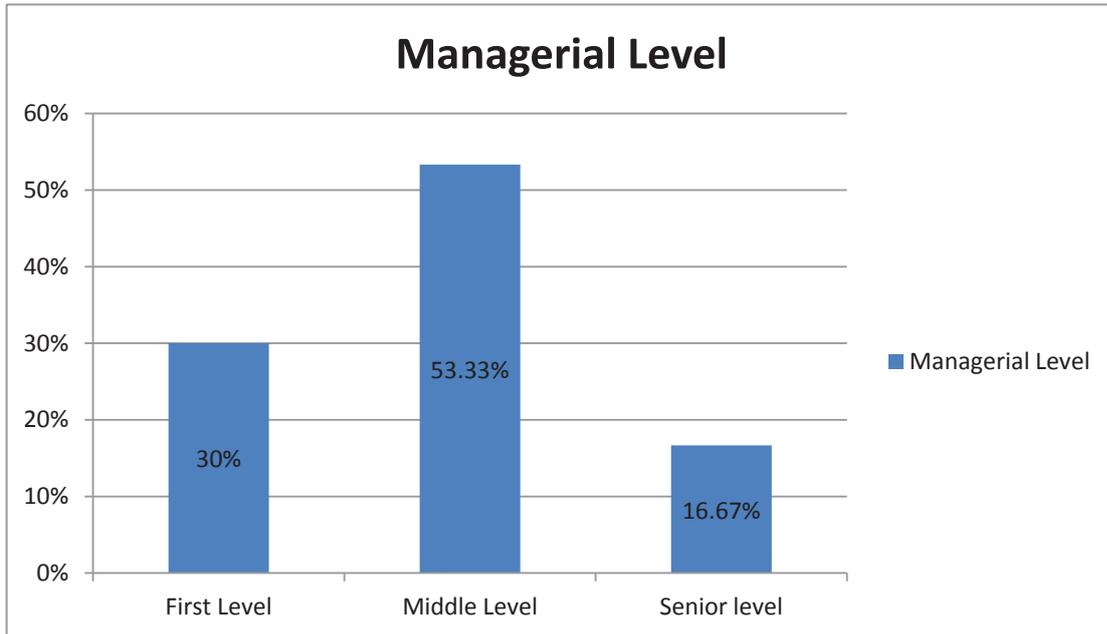


Table 6 and chart 6 shows the number of years the women has been working in their organizations a manager. 26% of the respondents range less than one year, 40% the respondents range from 1-5 years, and 16.67% have been working from 6 to 10 years and 16.67% above to 10 years.

Table 6: Work Experience as Manager

Experience As Manager	Under 1 year	1 to 5 years	6 to 10 years	Above 10 years	Total
Frequency	8	12	5	5	30
%	26.67 %	40%	16.67%	16.67%	100%

Chart 6: Work Experience as Manager

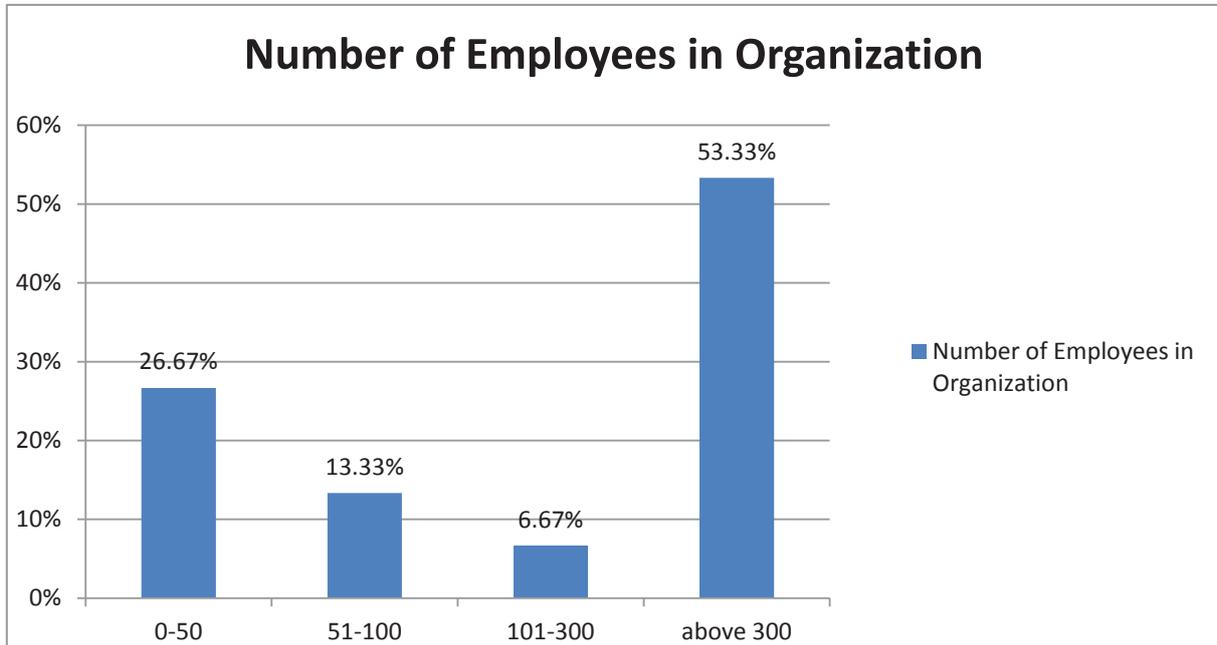


Table 7 and chart 7 show the number of employees in the organization that the female work in. Most of the Lebanese female managers work in organizations that have more than 300 employees.

Table 7: Number of Employees in Organization

Number of employees in Organization	0-50	51-100	101-300	above 300	Total
Frequency	8	4	2	16	30
%	26.67%	13.33%	6.67%	53.33%	100%

Chart 7: Number of Employees in Organization



3.3 Research Variables

The variables addressed by the research are subjective aspects of career success, organizational culture, organizational practices, mentoring, tokenism, organizational networks and interpersonal relationships, and usage of wasta in the organization. This research contains seven independent variables and one dependent variable.

The Independent Variables are:

All the independent variables (Subjective Career Success, Organizational Culture, Organizational Practices, Mentoring, Tokenism, Organizational Networks and Interpersonal Relationships, “Wasta” in the Organization) below was measured describing the scales based on previous academic studies incorporating organization related scales Bergman and Halleberg’s (2002) women workplace culture questionnaire (WWQ) and Spector’s (1988) work locus of control scale)

1. Subjective Career Success: Subjective career success is defined as “an individual’s perceptions of career experience which influenced by a person’s own preferences for development, needs and values “by (Gattiker and Larwood, 1988).

2. Organizational Culture: Organizational Culture is defined as “the values and behaviors that are believed to lead to success and are thus taught to new members” by (Schein 1990).

3. Organizational Practices: Organizational Practices is defined as Organizational practices refer to the policies, structures and actions of an entire agency.

4. Mentoring: Mentoring is defined as someone who helps a protégé learn something that he or she would have learned less well, more slowly, or not at all if left alone by Bell (2000).

5. Tokenism: Tokenism is defined as the policy or practice of making a perfunctory gesture toward the inclusion of members of minority groups. Kanter (1977)

6. Organizational Networks and Interpersonal Relationships: Organizational Networks and Interpersonal Relationships are defined as “individuals’ attempts to develop and maintain relationships with others who have the potential to assist them in their work or career” by (Kram 1985).

7. “Wasta” in the Organization: “Wasta” in the Organization is defined as “the process of using help, which might not be available to other candidates competing for the same job or promotion, to move forward and to fulfill objectives by (Whiteoak et al. 2006).

The dependent variable is:

Career Success: Career Success is defines as “the positive psychological, work related outcomes, achievements that one has accumulated as a result of one’s work experience” (Judge *et al.*, 1995). Career success was measured describing the scale that has been done Scarpello and Campbell (1983) from the GM Faces Scale and subsequently used by Judge et al. (1995).

3.4 Research Measurements

Research variables were measured using the scale that has been developed in previous studies. Subjective Career Success variable will be measured using the scales based on previous academic studies incorporating organization related scales Bergman and Halleberg's (2002) women workplace culture questionnaire (WWQ) and Spector's (1988) work locus of control scale). Organizational culture variable will be measured using the scales based on previous academic studies incorporating organization related scales Bergman and Halleberg's (2002) women workplace culture questionnaire (WWQ) and Spector's (1988) work locus of control scale). Organizational practices will be measured using the scales based on previous academic studies incorporating organization related scales Bergman and Halleberg's (2002) women workplace culture questionnaire (WWQ) and Spector's (1988) work locus of control scale). Mentoring will be measured using the scales based on previous academic studies incorporating organization related scales Bergman and Halleberg's (2002) women workplace culture questionnaire(WWQ) and Spector's (1988) work locus of control scale). Tokenism will be measured using the scales based on previous academic studies incorporating organization related scales Bergman and Halleberg's (2002) women workplace culture questionnaire (WWQ) and Spector's (1988) work locus of control scale). Organizational Networks and Interpersonal Relationships will be measured using the scales based on previous academic studies incorporating organization related scales Bergman and Halleberg's (2002) women workplace culture questionnaire (WWQ) and Spector's (1988) work locus of control scale). "Wasta" in the Organization will be measured using the scales based on previous academic studies incorporating organization related scales Bergman and Halleberg's (2002) women workplace culture questionnaire(WWQ) and Spector's (1988) work locus of control scale). Career Success will be measured using the scale that has been done Scarpello and Campbell (1983) from the GM Faces Scale and subsequently used by Judge et al. (1995).

The level of measurement followed in this research is Likert Scale that range from "strongly disagree", to "disagree", to "neither disagree nor agree", to "agree", to "strongly agree".

3.5 Research Method and Data Collection

The data for this research was collected by using a survey. Interviews were conducted to fill the questionnaire for some respondents, while the other respondents took their time for answering the questions by themselves, then they returned the answers back. The respondents agreed to answer the questionnaire under the conditions of no name to be mentioned in the research.

3.6 Data Analysis

The descriptive statistics methods of mean, standard deviation, and percentage were used in order to analyze the data obtained from the questionnaire answers. The questions were categorized into several groups, where each group of questions were analyzed separately to indicate and explain a different variable starting from subjective aspects of career success, organizational culture, organizational practices, mentoring, tokenism, organizational networks and interpersonal relationships, and usage of wasta in the organization.

Chapter Four

Results and Analysis

4.1 Introduction

The research aims to measure the challenges and the barriers the Lebanese women manager are facing in their work. This analysis includes different variables related to career success which are divided into two sections. Section one measures the aspects of perceived organization factors and the subjective career success criteria of Lebanese women manger. The aspects of organization factors of include: Organizational culture, Organizational practices, Mentoring, Tokenism, and Usage of wasta. While the subjective career success is designed to solicit the perceived level of success and satisfaction with the subjective dimensions of the women's careers. Section two is to capture contextual information (e.g. age, educational level, marital status, and salary) and an occupational (e.g. information regarding managerial level and job title, organizational experience, size of organization, and occupational sector) profile of Lebanese women managers.

After analysing and studying each variable a conclusion is conducted to examine the challenges and the barriers that effect the career advancement and progression of Lebanese female manager in different sectors.

4.2 Research Results

The following section will present the research results as following:

4.2.1 Subjective Career Success Dimensions

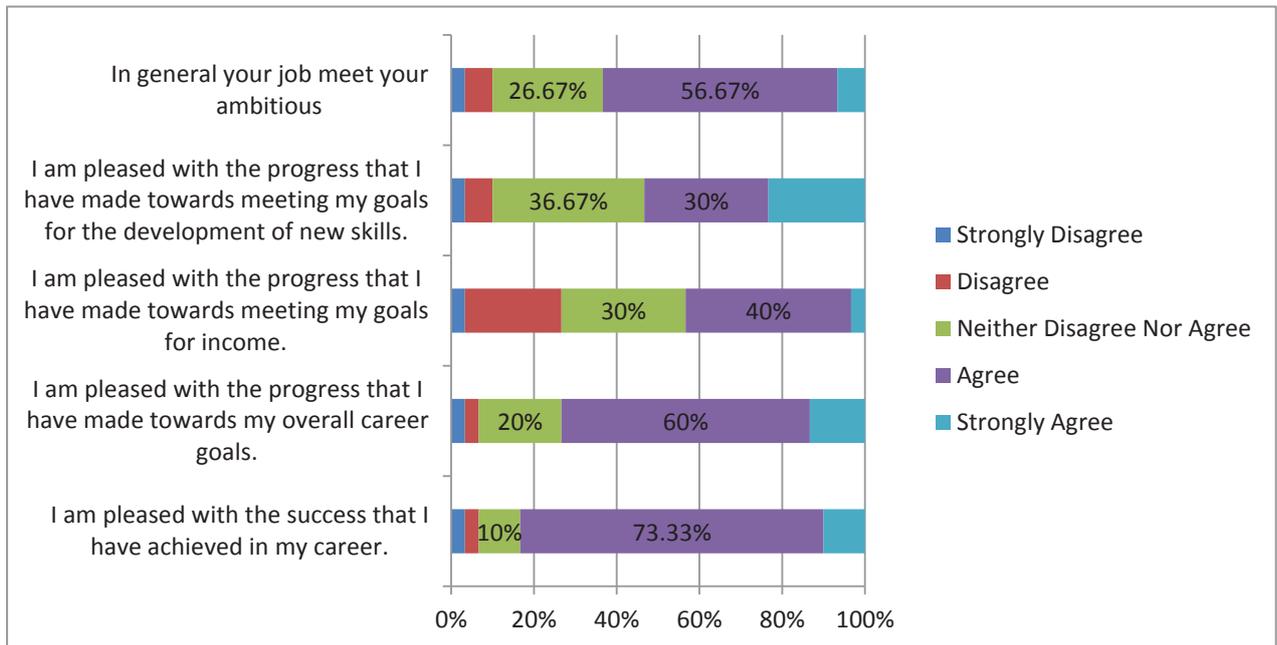
Based on the results below shown in the table 8 and chart 8, the Lebanese women manager appear to have a high level of satisfaction of subjective career success. These results indicate that the Lebanese female works in an open organization culture in which it can express all her ideas and opinion freely. The high percentage of positive attitude toward the female Lebanese managers in achieving success in career, career progress, and developing of new skills confirm the satisfaction of the subjective career success. The subjective career success dimensions were measured by different research statement. The mean for the subjective career success was calculated; it ranges from 3.167 to 3.833. The research statement "I am pleased with the progress that I have made towards meeting my goals for income" has the lowest value of mean (3.167) which have a standard

deviation equal to 0.950, while the research statement” I am pleased with the success that I have achieved in my career” has the maximum value of mean (3.833) which have a standard deviation equal to 0.791.

Table 8: Subjective Career Success Dimensions

Research Statements	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree	Mean	Standard Deviation
1. I am pleased with the success that I have achieved in my career.	3.33%	3.33%	10%	73.33%	10%	3.833	0.791
2. I am pleased with the progress that I have made towards my overall career goals.	3.33%	3.33%	20%	60%	13.33%	3.767	0.858
3. I am pleased with the progress that I have made towards meeting my goals for income.	3.33%	23.33%	30%	40%	3.33%	3.167	0.950
4. I am pleased with the progress that I have made towards meeting my goals for the development of new skills.	3.33%	6.67%	36.67%	30%	23.33%	3.633	1.033
5. In general your job meet your ambitious.	3.33%	6.67%	26.67%	56.67%	6.67%	3.567	0.858

Chart 8: Subjective Career Success Dimensions



4.2.2 Organizational Culture

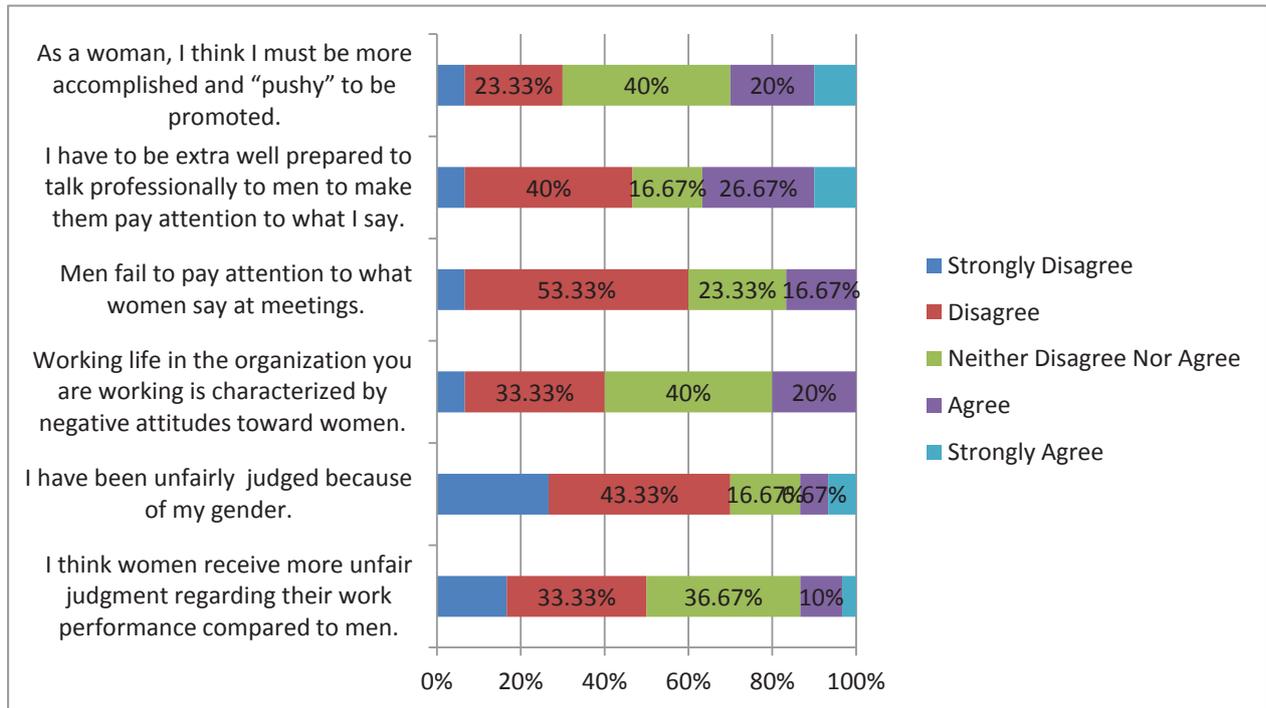
According to chart 9 and table 9 below, the majority of respondents across the management levels reported that perceiving women to receive fair judgement regarding work performance compared to men and of their personnel work to have been fairly judged because of gender. I think that this result illustrate that the Lebanese female managers have strong personality that can afford her to compete with men at top level on management. Women leadership style is certainly not to be less effective. Actually, they are more efficient in terms of team-based management, encouraging collaboration, and consultative decision making which enhance the mutual trust and respect. Accordingly, this results a work environment where everyone feels motivated and this goes with organization’s benefit to achieve its objectives. Not to forget to mention, that modern workplace environments –in many organizations- are more relying on flatter organizational structure where grantees a high degree of employees involvement. Thus, the assessment that female leadership style is less effective than male style is not fact-based but the obvious fact is that women leadership style has effectiveness that cannot be ignored by Steven H. Appelbaum, Lynda Audet, & Joanne C. Miller (2003). The organization culture dimensions were measured by different research statement. The mean for the organization culture was calculated; it ranges from 2.233 to 3.033. The research statement “I have been unfairly judged because of my gender” has the lowest value of mean (2.233)

which have a standard deviation equal to 1.135, while the research statement” As a woman, I think I must be more accomplished and “pushy” to be promoted” has the maximum value of mean (3.033) which have a standard deviation equal to 1.066.

Table 9: Organizational Culture

Research Statements	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree	Mean	Standard Deviation
6. I think women receive more unfair judgment regarding their work performance compared to men.	16.67%	33.33%	36.67%	10%	3.33%	2.500	1.009
7. I have been unfairly judged because of my gender.	26.67%	43.33%	16.67%	6.67%	6.67%	2.233	1.135
8. Working life in the organization you are working is characterized by negative attitudes toward women.	6.67%	33.33%	40%	20%	0%	2.733	0.868
9. Men fail to pay attention to what women say at meetings.	6.67%	53.33%	23.33%	16.67%	0%	2.500	0.861
10. I have to be extra well prepared to talk professionally to men to make them pay attention to what I say.	6.67%	40%	16.67%	26.67%	10%	2.933	1.172
11. As a woman, I think I must be more accomplished and “pushy” to be promoted.	6.67%	23.33%	40%	20%	10%	3.033	1.066

Chart 9: Organizational Culture



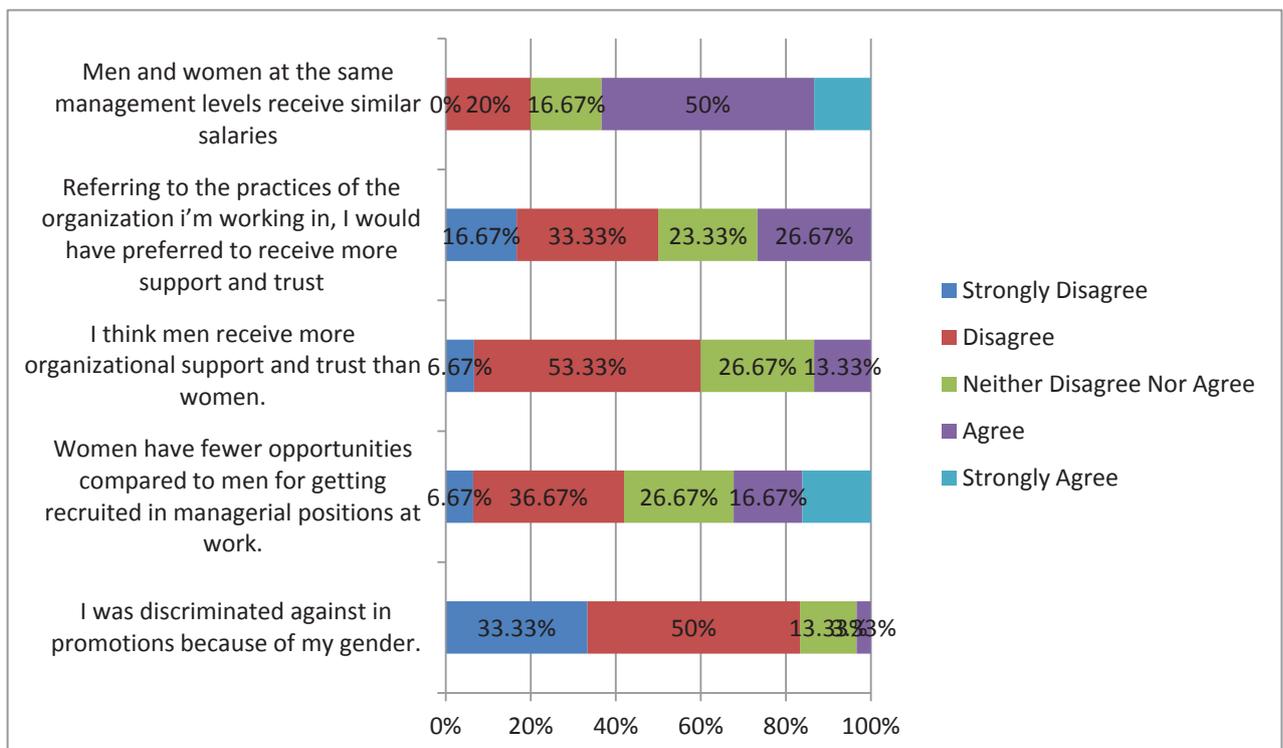
4.2.3 Organizational Practices

According to the results in table 10 and chart 10 below, the respondents do not recognize or assume the organizational practices as a barrier to their career advancement and progression. The majority of the respondents stated that they did not face discrimination due to their gender in promotion. These results clearly show the Lebanese women really do not face discrimination in their organizational practices because the Lebanese female live in an open culture and communicate with different nationality. Moreover the Lebanese female is highly educated and has a strong career that allows her to prove herself and do her work in the best way. The organization practices dimensions were measured by different research statements. The mean for the organization practice was calculated; it ranges from 1.867 to 3.567. The research statement "I was discriminated against in promotions because of my gender" has the lowest value of mean (1.867) which has a standard deviation equal to 0.776, while the research statement "Men and women at the same management levels receive similar salaries" has the maximum value of mean (3.567) which has a standard deviation equal to 0.971.

Table 10: Organizational Practices

Research Statements	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree	Mean	Standard Deviation
12. I was discriminated against in promotions because of my gender.	33.33%	50%	13.33%	3.33%	0%	1.867	0.776
13. Women have fewer opportunities compared to men for getting recruited in managerial positions at work.	6.67%	36.67%	26.67%	16.67%	16.67%	3.067	1.172
14. I think men receive more organizational support and trust than women.	6.67%	53.33%	26.67%	13.33%	0%	2.467	0.819
15. Referring to the practices of the organization I'm working in, I would have preferred to receive more support and trust.	16.67%	33.33%	23.33%	26.67%	0%	2.600	1.070
16. Men and women at the same management levels receive similar salaries.	0%	20%	16.67%	50%	13.33%	3.567	0.971

Chart 10: Organizational Practices



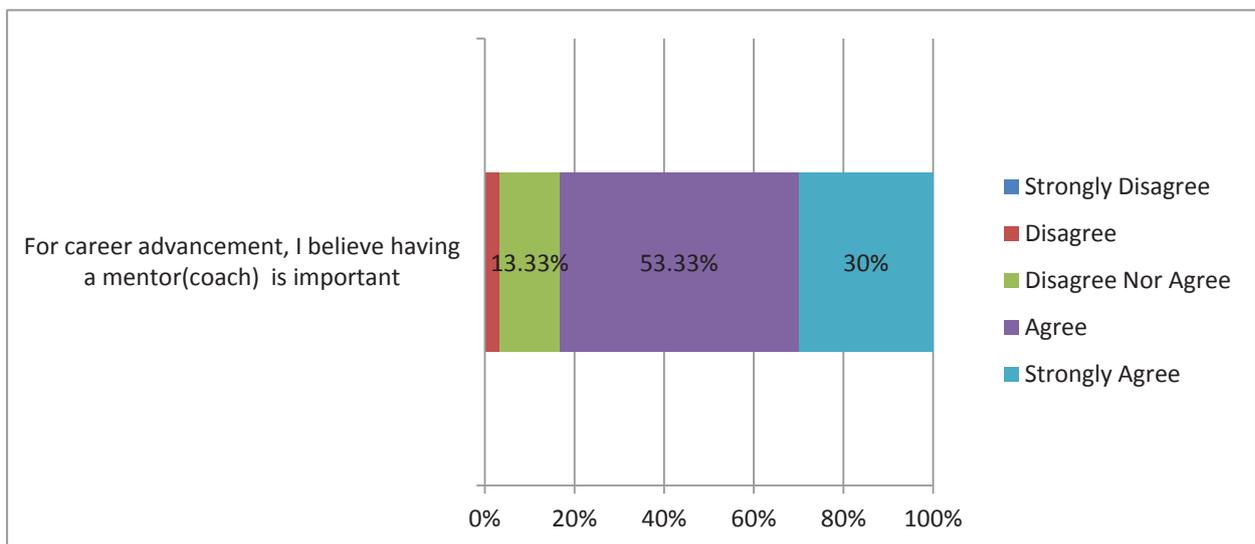
4.2.4 Mentoring

In table 11 and chart 11, the results clearly showed that the presence of mentor is very essential to career advancement and progression. According to the responses around 83% believe that the mentor is important for career advancement. The mentor dimensions were measured by different research statement. The mean for the mentor was calculated; the research statement “For career advancement, I believe having a mentor (coach) is important” has a mean equal 4.1 and a standard deviation equal to 0.759.

Table 11: Mentoring

Research Statements	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree	Mean	Standard Deviation
17. For career advancement, I believe having a mentor (coach) is important.	0%	3.33%	13.33%	53.33%	30%	4.100	0.759

Chart 11: Mentoring



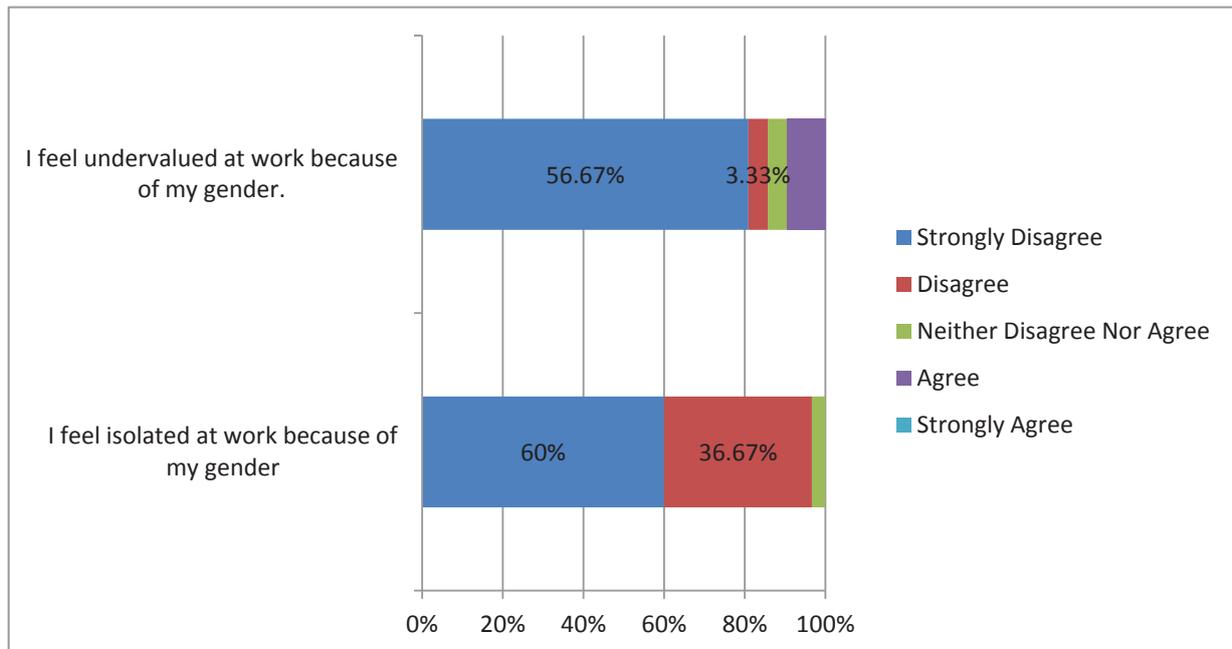
4.2.5 Tokenism

Results in table 12 and Chart 12 clearly show that the respondents did not feel isolated at work because of their gender. According to the responses, around 96.67% of the respondents did not feel they are isolated at work because of their gender. The tokenism dimension was measured through two research statements. The first research statement “I feel isolated at work because of my gender” has a mean equal to 1.433 and standard deviation equal to 0.568. The second research statement “I feel undervalued at work because of my gender” has a mean equal to 1.6 and a standard deviation equal to 0.855.

Table 12: Tokenism

Research Statements	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree	Mean	Standard Deviation
18. I feel isolated at work because of my gender.	60%	36.67%	3.33%	0%	0%	1.433	0.568
19. I feel undervalued at work because of my gender.	56.67%	3.33%	3.33%	6.67%	0%	1.600	0.855

Chart 12: Tokenism



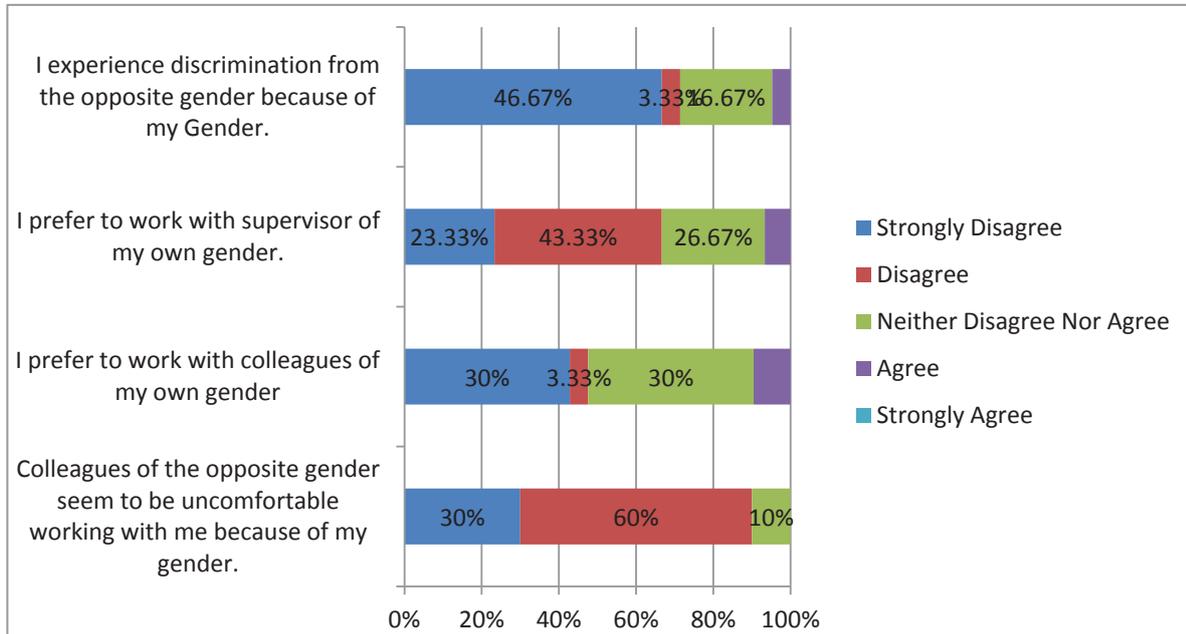
4.2.6 Organizational networks and interpersonal relations

In table 13 and chart 13, the majority of the respondents perceived their male colleagues, and superiors to be comfortable working with them despite their gender. This results shows that the female manager show flexibility working with other gender (male). The Organizational networks and interpersonal relations dimensions was measured by different research statement. The mean for the Organizational networks and interpersonal relations was calculated; it ranges from 1.767 to 2.167. The research statement “I experience discrimination from the opposite gender because of my gender” has the lowest value of mean (1.767) which have a standard deviation equal to 0.858, while the research statement ” I prefer to work with supervisor of my own gender” has the maximum value of mean (2.167) which have a standard deviation equal to 0.874.

Table 13: Organizational networks and interpersonal relations

Research Statements	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree	Mean	Standard Deviation
20. Colleagues of the opposite gender seem to be uncomfortable working with me because of my gender.	30%	60%	10%	0%	0%	1.800	0.610
21. I prefer to work with colleagues of my own gender.	30%	33.33%	30%	6.67%	0%	2.133	0.937
22. I prefer to work with supervisor of my own gender.	23.33%	43.33%	26.67%	6.67%	0%	2.167	0.874
23. I experience discrimination from the opposite gender because of my gender.	46.67%	33.33%	16.67%	3.33%	0%	1.767	0.858

Chart 13: Organizational networks and interpersonal relations



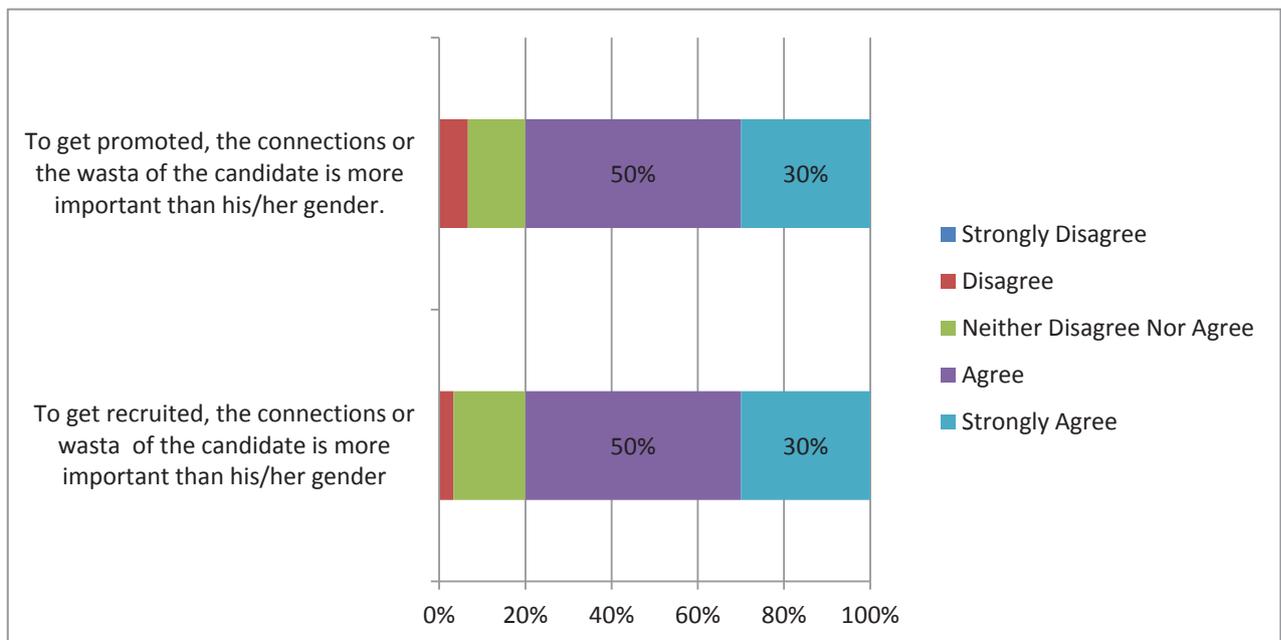
4.2.7 Usage of “Wasta” in Organizations

In table 14 and chart 14, the wasta in the organization was perceived by the large majority of the respondents as more important than gender for recruitment (80 percent) and promotions (80 percent). Therefore, no significant differences were found based on the analysis of the results in the responses of the female managers across managerial levels as the women all agreed on the highly important role that wasta and connections exert in the career advancement of women in Lebanon. These results clearly confirm the importance of wasta in recruitment and promotion. The research statement “to get recruited, the connections or wasta of the candidate is more important than his/her gender” has a mean value equal to 4.067 and have a standard deviation equal to 0.758. Also the research statement “To get promoted, the connections or the wasta of the candidate is more important than his/her gender” have a mean value of 4.033 and standard deviation equal to 0.850.

Table 14: Usage of “Wasta” in Organizations

Research Statements	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree	Mean	Standard Deviation
24. To get recruited, the connections or <i>wasta</i> of the candidate is more important than his/her gender.	0%	3.33%	16.67%	50%	30%	4.067	0.758
25. To get promoted, the connections or the <i>wasta</i> of the candidate is more important than his/her gender.	0%	6.67%	13.33%	50%	30%	4.033	0.850

Chart 14: Usage of “Wasta” in Organizations



4.3 Conclusions

The majority of Lebanese women in the research are highly educated young women and in middle. Moreover, most of them are married and have family responsibilities in addition to their careers. This shows that the Lebanese female women have a double role. The first role is a mother and a wife role in her home, while the second role is at work place. In both situations, either at home or at work, the woman has responsibility and duties she must perform and do at time and this dual role cause challenge situations for her. According to the findings in the research more than 60% of the female managers were married. These findings were consistent with the findings reported by Jamali et al. (2005) that almost reported that the Lebanese society gives importance to the family life.

Finally, this research, the findings of the research were very positive according to Lebanese female managers' satisfaction in their workplace or organizations. This positive attitude and satisfaction toward achieving success in career, overall career, meeting goals, and developing new skills confirms that Lebanese women managers are satisfied with the subjective dimensions of their careers.

According to Omar and Davidson (2001), the Lebanese culture is a unique culture because of it diversification; moreover it may not be socially acceptable for a female to remaining single (or childless). In addition, according to El-Ghannam (2002), the marriage is a social necessity, and women are not only encouraged but also pressured to get married and to have children.

According to Omar and Davidson (2001), the barriers that do not allow female manager to research from middle managerial level to senior or top managerial levels really differ and it is not the same in all countries. In other words, women manager face different obstacles or difficulties according to the country they work in and depending on their managerial career.

This research showed Lebanese female managers' perceptions regarding the organizational barriers that oppose women's career advancement. These organizational barriers are measured through different aspects including: organizational culture, organizational practices, mentoring, tokenism, organizational networks and interpersonal relationships, and usage of wasta in the organization.

According to the culture in Lebanon, it really differs from all the surrounding countries. Lebanese people live in a culture that is open, and they are exposed to different nationality that influences their behavior and the way of thinking. This culture defiantly influence everything and special the organizational culture. The findings to this aspect show positive perceptions and stereotypes about women's professional capabilities. These findings do not support with Jamali et al. (2006) studies that confirm Lebanese female managers attributed negative attitudes, perceptions, and stereotypes to the cultures of the women's organizations and found them to be unsupportive and discriminating toward women. The reasons do this could be that the majority of the managers in this research are at middle managerial levels and this level is not facing these negative attitudes as the top management level.

Similar to the organizational culture the Lebanese female managers do really feel the discriminatory in organization practices in recruitment, professional development, and promotion. This mean that in Lebanon the attitude toward the women is moderate since the women is given freedom and allowed to work freely without any conditions. This confirms that the Lebanese society is modern and give the female all the opportunity in built an advanced career outside her house. The support and the practices of the organization she is working in really plays a facilitating role to built and develop her career. Therefore as mentioned by (Omar and Davidson, 2001) the inability of women managers to get promoted may be attributed to the cultural nature of the organization and the resulting organizational and HR practices.

The research based on the results show that all women manger confirmed that the presence of a mentor in the organization plays a very essential role in the career advancement and the career progression of their career. This reaction to this results show that the Lebanese women manger consider and support the importance of the mentor's presence. This reaction could be explained to the absence of the mentor in the Lebanese organization. Therefore, the majority of female managers do not perceive the absence of a mentor as hindering their career progression and do not attribute their success to having a mentor simply because they do not have a mentor and they are in need to such a coach.

The results of this research clearly show that the Lebanese female managers are not undervalued nor isolated in their workplace. Women have different leadership style from men as they tend more to adopt a style with characteristics like being democratic, participative as well as encouraging collaboration with more consultative decision making and collegial workplace. Jon Aarum Andersen and Per H. Hansson (2011) emphasized the concept that best leadership who gets best result whether it was male or female and women leaders can adopt male gender qualities and vice versa. Female managers also work to create an environment in which everyone feels motivated from the top and down to the shop floor. This is what DuBrin (2010) has emphasized in his book as he mentioned the essential relationship-oriented attitudes and behaviors in which creating inspiration to keep people motivated to accomplish their tasks is one of them. He always supports the investing in employee's development which can have its positive effect on the company's performance and progression.

These results can be explained due to the absence of the Lebanese women in top management that may motivate her to work harder to reach the managerial position. As a result, token status is not viewed in this research as an organizational barrier to the career advancement and progression of the Lebanese women. However this variable used in the research turned to be motivated factor for the career success of the Lebanese female women. Though the studies done by (Powell and Graves, 2003) there is no doubt that tokenism in a male-dominated environment contributes to the isolation and exclusion of women from interpersonal relations and networks; the research showed that the Lebanese female managers do not perceive themselves as tokens within their organizations and are less likely to feel isolated or undervalued at work because of their gender. Women have different leadership style from men as they tend more to adopt a style with characteristics like being democratic, participative as well as encouraging collaboration with more consultative decision making and collegial workplace by Steven H. Appelbaum, Lynda Audet, & Joanne C. Miller (2003).

From the point view of Lebanese female manager organizational networks and interpersonal relationships within the organization is not a barrier to her career success. From the findings the Lebanese female manager has no problem working with male colleagues in the organization. Surprisingly, the majority of Lebanese women Lebanese women experienced discrimination from women within the organization and therefore preferred not to work with female colleagues, higher-

ranking employees, or subordinates. The reason for this result is that the women do not like to see another woman getting higher positions from her and this depends on the psychological perspective.

Despite of gender or managerial positions the research confirmed that the usage of *wasta* in the organization has a high impact of being powerful in the organization. So, the *wasta* in the organization for both genders female and male is used widely to get employed or to get promoted to high managerial positions. This results support the study done by (Cunningham and Sarrayah, 1993) that indicate that the training and development opportunities, as well as promotions and many other aspects of management, are based on connections with influential people, family networks, and therefore *wasta*. The usage of *wasta* will benefit group of people that have access to it and will therefore result of unfairness to those people that do not have access to *wasta*. Thus, the *wasta* will destroy the qualifications of people necessary for their success. Moreover, the findings highlighted that the availability of *wasta* in any organization lead to of managerial advancement for both Lebanese females and males.

4.4 Recommendations

Based on the all results and findings of this research, all the organizations in different occupation are recommended to appreciate the female in her workplace and to evaluate all their employees (females and males) according to their skills, knowledge, and qualification despite of their gender. This definitely led to healthy organizational cultures and practices. As a result, all employees and managers in the organization, despite of their gender, can make progress and can make right managerial decisions managers.

Satisfaction in subjective career success is a good indicator for the female manger to work hard in order to research higher managerial level and to develop its career success. So, the organization is recommended to provide a mentor in order to play a role in female career advancement, since the lack of the mentoring function lead to a barrier to the progression of Lebanese female manager. Moreover, the organization is recommended to be aware of how to provide the necessary mentor. Since the factor of *wasta* may play a role in the Lebanese culture and it influence the decision of the organization. Although it is difficult to change the culture, but the usage of *wasta* in organizations really destroys and influence all the probability of the Lebanese female manager and the organization as a whole to develop, grow and success.

As a result the research recommends the organizations to have fair practices inside the organization that enable the female women manger to feel that they are fairly treated and thus lead to the career advancement and progression. In addition, the organization culture plays an important role to provide a healthy environment in the organization that helps all females manager to be fairly treated and this will boost their overall performance. As a result, this fair and healthy environment leads to career advancement of female manager and to high organizational performance.

Finally, the results show that the Lebanese female managers are satisfied with the treatment in the organization and thus they are not undervalued or isolated; therefore the findings recommend the organization t to keep this kind of treatment. Since the absence of a fair treatment cause a barrier to the advancement of the female manager career and thus lead to weakness in the organization performance and outcomes. The presence of a well qualified and skilled people really is a big capital it the organization to build a completive advantage that help it compete not only with local environment, but also with international companies and organization.

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Appendix

Questionnaire

Challenges of Career Success for Lebanese Women

Dear Manager;

This questionnaire aims at analyzing and assessing the barriers the Lebanese women manager is facing in her workplace and how women managers in Lebanon account for their career satisfaction and construct their career success. This survey is purely conducted for academic purpose. The responses to this questionnaire will be kept strictly confidential.

Section One Organization Factors

The purpose of this section seeks the perceived level of success and satisfaction with the subjective dimensions of the participants' careers. In addition to explore the organizational factors affect the Lebanese women career success.

Section two Manager Profile

The aim of this part is to capture contextual information (e.g. age, educational level, marital status, and salary) and an occupational (e.g. information regarding managerial level and job title, organizational experience, size of organization, and occupational sector) profile of Lebanese women managers.

Section One Organization Factors

Please indicate your response to the following questions by filling in the appropriate square with check or cross mark or by shading it.

Choose (1) for Strongly Disagree, (2) for Disagree, (3) for Neutral, (4) for Agree, (5) Strongly Agree

Nb	Statements	Strongly Disagree (1)	Disagree (2)	Neither Disagree Nor Agree (3)	Agree (4)	Strongly Agree (5)
1.	I am pleased with the success that I have achieved in my career.					
2.	I am pleased with the progress that I have made towards my overall career goals.					
3.	I am pleased with the progress that I have made towards meeting my goals for income.					
4.	I am pleased with the progress that I have made towards meeting my goals for the development of new skills.					
5.	In general, your job meet your ambitious.					
6.	I think women receive more unfair judgment regarding their work performance compared to men.					
7.	I have been unfairly judged because of my gender.					
8.	Working life in the organization you are working is characterized by negative attitudes toward women.					
9.	Men fail to pay attention to what women say at meetings.					
10.	I have to be extra well prepared to talk professionally to men to make them pay attention to what I say.					
11.	As a woman, I think I must be more accomplished and “pushy” to be promoted.					
12.	I was discriminated against in promotions because of my gender.					
13.	Women have fewer opportunities compared to men for getting recruited in managerial positions at work.					

Nb	Statements	Strongly Disagree (1)	Disagree (2)	Neither Disagree Nor Agree (3)	Agree (4)	Strongly Agree (5)
14.	I think men receive more organizational support and trust than women.					
15.	Referring to the practices of the organization I'm working in, I would have preferred to receive more support and trust.					
16.	Men and women at the same management levels receive similar salaries.					
17.	For career advancement, I believe having a mentor (coach) is important.					
18.	I feel isolated at work because of my gender.					
19.	I feel undervalued at work because of my gender.					
20.	Colleagues of the opposite gender seem to be uncomfortable working with me.					
21.	I prefer to work with colleagues of my own gender.					
22.	I prefer to work with supervisor of my own gender.					
23.	I experience discrimination from the opposite gender because of my Gender					
24.	To get recruited , the connections or <i>wasta</i> of the candidate is more important than his/her gender.					
25.	To get promoted , the connections or the <i>wasta</i> of the candidate is more important than his/her gender.					

Section Two Manager Profile

Please indicate your response to the following questions by filling in the appropriate square with check or cross mark or by shading it.

26. Age

25-30 31-40 41-50 Above 51

27. Marital Status

Single Married Divorced Widow

28. Educational Level

High School Bachelor Master PHD

29. Occupation/Profession

<input type="checkbox"/> Education /Training	<input type="checkbox"/> Airlines/ Transport
<input type="checkbox"/> Retail	<input type="checkbox"/> IT (Information Technology)
<input type="checkbox"/> Health Care	<input type="checkbox"/> Marketing/Sales/Advertising
<input type="checkbox"/> Insurance /Financial Institution	<input type="checkbox"/> Art and Media
<input type="checkbox"/> Hotel	<input type="checkbox"/> Construction
<input type="checkbox"/> Banking	<input type="checkbox"/> Manufacturing

If other, specify: _____

30. To which managerial level do you belong?

First level Middle level Senior Management level

31. Work Experience as Manager

Under 1 Year 1-5 Years 6-10 Years Above 10 years

32. Approximate number of employees employed in the Organization

0-50 51-100 101-300 above 300

Thank you for completing the survey!